

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5703
COMPANY NAME : Muhibbah Engineering (M) Bhd
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

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 duties and responsibilities of the Board are set out in the Board Charter and the respective committees' Terms of Reference, which are available on the Company's website on www.muhibbah.com . The key features of the same are elaborated in the Corporate Governance Overview Statement (" CG Overview Statement ") – section "Principle A: Board Leadership and Effectiveness" set out in the Annual Report 2025.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.2

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

Application	:	Applied	
Explanation on application of the practice	:	Dato' Mohamad Kamarudin Bin Hassan as the Senior Independent Non- Executive Chairman leads and manages the Board. Please refer to the Board Charter (available on the Company's website) for further information on the Chairman's responsibilities.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.3

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

Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the Company is Dato' Mohamad Kamarudin Bin Hassan, whilst Mac Ngan Boon is the Group Managing Director. The roles and responsibilities of the Chairman and Managing Director are spelt out in the Board Charter to ensure an appropriate balance of power and authority.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.4

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

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

Intended Outcome

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

Practice 1.5

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board is supported by two (2) qualified Company Secretaries, all of whom are members of relevant professional bodies qualified to be the Company Secretaries.</p> <p>For more information on the roles and responsibilities of the Company Secretaries, please refer to the CG Overview Statement – section “Company Secretaries” set out in the Annual Report 2025 and the Board Charter (available on the Company’s website).</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.6

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

Application	:	Applied	
Explanation on application of the practice	:	<p>Due notice together with the agenda and materials are given to the Directors prior to each Board and Board committee meetings. Minutes of meeting are circulated on a timely manner.</p> <p>Please refer to the CG Overview Statement - section "Access to Information and Advice" set out in the Annual Report 2025 and the Board Charter (available on the Company's website) for information.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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's Board Charter is available on the Company's website, which is periodically reviewed by the Board and updated as and when required. Please refer to the Board Charter (available on the Company's website) for further information.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

The 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 Code of Ethics and Business Practice and Conduct as well as the Anti-Bribery and Corruption Policy are applicable group-wide (including employees and directors of the companies within the Group), which are available on the Company's website.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied	
Explanation on application of the practice	:	The Board has adopted a Whistleblowing Policy to provide avenues for stakeholders of the Company to raise legitimate concerns relating to potential breaches of business conduct, non-compliance with legal and regulatory requirements as well as other malpractices, a copy of which is available on the Company's website.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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	:	<p>The Company takes into account sustainability considerations when overseeing the Company's planning and performance. The Board of Directors is responsible in building sustainability by endorsing the Group's sustainability strategy and setting the direction for sustainability within the Group. The Sustainability Steering Committee ("SSC") is responsible to report the sustainability performance to the Board on a periodic basis. Led by the Deputy Chief Executive Officer, the SSC provides guidance to the Sustainability Working Committee ("SWC") on the implementation of sustainability-related strategies. The SWC consists of internal departments that manage the day-to-day implementation, data collection and monitoring of the sustainability initiatives.</p> <p>The Group has established a Sustainability Framework with key focus on the ESG principles, covering key areas such as Climate Change, Circular Economy, Water Security, Corporate Social Responsibility, Health, Safety, Security & Environment, Diversity, Corporate Governance, Risk Management and Compliance & Integrity. For more information on the sustainability consideration, please refer to the Sustainability Statement set out in the Annual Report 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Group had set sustainability vision, covering four pillars of sustainability; market place, workplace, environment and community to ensure alignment and effective implementation of the sustainability strategy.</p> <p>The Group had identified seven (7) key stakeholders comprising internal and external groups that are directly or indirectly having impact by the Group’s activities and the industry where it operates.</p> <p>The principles and sustainable development goal targets and the measures undertaken had been included in the Sustainability Statement set out in the Annual Report 2025.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board members had participated in various awareness programme such as forum, workshop and training to keep them abreast with and understand the latest development and issues related to sustainability.</p> <p>The Company had disclosed the commitment toward environment protection in the Sustainability Statement set out in the Annual Report 2025.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.4

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

Application	:	Applied	
Explanation on application of the practice	:	The Board evaluation conducted by Nominating Committee on 19 November 2025 had taken into consideration the performance of the Board in addressing the Company’s material sustainability risks and opportunities and also the conduct of the Board in understanding the sustainability issues relevant to the company and its business when exercising its duties.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5- Step Up

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

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.

Application	:	Adopted
Explanation on adoption of the practice	:	The Sustainability Steering Committee which is led by Mr Mac Chung Jin, Executive Director/ the Deputy Chief Executive Officer of the Company is responsible to report the sustainability performance to the Board on a periodic basis.

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board through the Nominating Committee ("NC") conducts an annual evaluation on the Board structure, size and composition, mix of skills and experience, qualities and other relevant attributes.</p> <p>Pursuant to the Company's Articles of Association, one-third of the Directors of the Company shall retire from office once at least in each three (3) years but shall be eligible for re-election. The schedule of retirement by rotation was determined by the NC and the Director's eligibility to stand for re-election was also being considered taking into account their contribution to the company and tenure of service in accordance with Practice 5.3 of MCGG.</p> <p>Encik Madzri bin Ab. Rahman was appointed as a member of the NC on 28 August 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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 8 members, 4 (i.e. 50%) of which are Independent Non-Executive Directors.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.3

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>This Practice 5.3 is adopted by the Board as it is of the view that the ability of long serving Independent Directors to remain independent and to discharge their duties with integrity and competency should not be measured solely by tenure of service or any pre-determined age.</p> <p>The Company will seek annual shareholders' approval through a two-tier voting process in the Annual General Meeting for any Independent Directors who have served on the Board for more than nine (9) years on the Board.</p> <p>Dato' Mohamad Kamarudin bin Hassan will have served more than twelve (12) years after 14 May 2026. He will be re-designated as Non-Independent Non-Executive Chairman on 15 May 2026 and step down at the conclusion of the forthcoming 53rd AGM.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.4 - Step Up

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

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the importance of Board diversity in achieving the Group's strategic objectives and ensuring a balanced development. The Board Charter provides that the Board shall review from time to time the size and composition of the Board (including Executive Directors who are also the senior management of the Group) to ensure that there is an appropriate balance of a wide range of business, technical, financial and public service background, skills, experience and gender diversity.</p> <p>These divergences allow for differences in opinion, perspectives, knowledge, skills, regional and industry experience, age, ethnicity, race and gender and offer all options to be deliberated before decisions are made.</p> <p>All Directors are required to declare their directorships in other companies and are expected to devote sufficient time to carry out their roles and responsibilities. During the annual Board evaluation, the NC had assessed the Board member performance in devoting adequate time commitment to the Company, specifically for those serve on multiple boards.</p> <p>Please see the Board Charter (available on the Company's website) for further information.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied	
Explanation on application of the practice	:	Other than recommendations from the Nominating Committee, which are also members of the Board, the Company will, in sourcing for suitable candidates to have the necessary skills, experience, ability and commitment to carry out the role, if required, consider a variety of approaches and sources, such as the use of Directors' registries, independent search firms or carrying out verification work through searches from public/paid sources to identify if there are any material adverse matters.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board ensures shareholders are provided with the information the shareholders require to make an informed decision on the appointment and re-appointment of director(s) to act in the best interests of the MEB Group as a whole.</p> <p>The information of the Board of Directors and their respective profiles, position, age, gender, nationality or relationship are included in the Board of Directors' Profile in the Annual Report 2025, whereas their interest is included in the Analysis of Shareholdings.</p> <p>In accordance with the Company's Constitution, the Nominating Committee is to perform an annual performance assessment of Directors standing for re-election. Consequently, the Board's recommendation for their re-appointment is detailed in the explanatory notes of the Notice of Annual General Meeting.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.8

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

Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the Nominating Committee is Dato' Sri Khazali bin Haji Ahmad, an Independent Non-Executive Director of the Company.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The current Board composition with two (2) or 25% women Directors representation.	
		The Board recognises the benefits of diversity in gender and hence gender has been inherently considered in the recruitment and appointment of Director. However, the Board is of the view that selection of candidates should be based on a range of diversity perspectives but not limited to gender; merit and contribution that the selected candidates will bring to the Board should be prioritised in deciding appointment to the Board. Nevertheless, the Board will continue to take into consideration this factor for future appointment of a new director and endeavour to search for a suitable female candidate as new director of the company.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Board will continue take into consideration this factor for future appointment of new director and endeavour to search for suitable female candidate as new director of the company.	
Timeframe	:	Others	When suitable candidate is identified

Intended Outcome

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

Practice 5.10

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board recognises the benefit of diversity in gender and hence gender has been inherently considered in the recruitment and appointment of Directors. Currently, the Board has two (2) women Director and the Board is comfortable with its current composition.</p> <p>Nevertheless, to ensure effective appointment of female Directors, the Board does not set any specific target for female Directors but continues to work actively towards having more female Directors on the Board, all things being equal.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: The Board, based on the recommendation of the Nominating Committee ("NC"), recognises the need for regular reviews and evaluations of the effectiveness of the Board as a whole, each Board Committee and the effectiveness of individual Directors. Based on the recommendations of the NC, the Board has in place an annual assessment exercise for the Directors to assess the effectiveness of the Board as a whole, each Board Committee, and the contribution by individual Directors to the effectiveness of the Board.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

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 in place 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 Group's remuneration policies and decisions are made through a transparent and independent process.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied
Explanation on application of the practice	:	This is duly incorporated in the Remuneration Committee's Terms of Reference (available on the Company's website), the key features of which are disclosed in the CG Overview Statement – section "Remuneration Committee" set out in the Annual Report 2025. Encik Madzri bin Ab. Rahman was appointed as a member of Remuneration Committee on 28 August 2025.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	The details of remuneration of the Company's Directors' during the financial year ended 31 December 2025 are provided in the template overleaf.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Mac Ngan Boon @ Mac Yin Boon	Executive Director	48	5	1014	242	0	0	1309	147	10	1134	242	0	0	1533
2	Mac Chung Jin	Executive Director	48	5	750	179	0	107	1089	134	5	750	179	0	119	1187
3	Lee Poh Kwee	Executive Director	48	5	561	134	0	89	837	177	10	621	134	0	113	1055
4	Dato' Mohamad Kamarudin bin Hassan	Independent Director	48	5	0	0	0	6	59	48	5	0	0	0	6	59
5	Madzri bin Ab. Rahman (appointed on 28 August 2025)	Independent Director	17	4	0	0	0	2	23	17	4	0	0	0	2	23
6	Dato' Sri Khazali bin Haji Ahmad	Independent Director	48	9	0	0	0	0	57	96	18	0	0	0	0	114
7	Dato' Khodijah binti Abdullah	Independent Director	48	9	0	0	0	6	63	48	9	0	0	0	6	63
8	Mazlan bin Abdul Hamid	Non-Executive Non-Independent Director	48	5	0	0	0	6	59	122	10	562	113	0	127	934
9	Sabri bin Abu (resigned on 26 June 2025)	Independent Director	24	4	0	0	0	3	31	58	8	0	0	0	7	73
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11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
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Intended Outcome

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

Practice 8.2

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

Application	:	Applied – the company discloses the remuneration of members senior management who are not members of the board	
Explanation on application of the practice	:	Total remuneration of the top five senior management personnel included one senior management personnel who is not a member of the board are provided in the table overleaf.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Mac Ngan Boon @ Mac Yin Boon	Group Managing Director/Chief Executive Officer	1,050,001-1,100,000	0-50,000	200,001-250,000	0-50,000	0-50,000	1,300,001-1,350,000
2	Mac Chung Jin	Executive Director/Deputy Chief Executive Officer	700,001-750,000	0-50,000	150,001-200,000	0-50,000	150,001-200,000	1,050,001-1,100,000
3	Lee Poh Kwee	Group Finance Director	550,001-600,000	0-50,000	100,001-150,000	0-50,000	100,001-150,000	800,001-850,000
4	Mac Chung Hui	Managing Director/Chief Executive Officer (Crane and Intelligent Automation Division) and Strategy Development Manager (Construction Division)	100,001-150,000	0-50,000	0-50,000	0-50,000	0-50,000	100,001-150,000
5	Ooi Kien Chuan	Executive Director (Shipyard Division)	650,001-700,000	50,001-100,000	100,001-150,000	0-50,000	50,001-100,000	850,001-900,000

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Mac Ngan Boon @ Mac Yin Boon	Group Managing Director/Chief Executive Officer	1,014	5	242	0	48	1309
2	Mac Chung Jin	Deputy Chief Executive Officer	750	5	179	0	155	1089
3	Shirleen Lee Poh Kwee	Group Finance Director	561	5	134	0	137	837
4	Mac Chung Hui	Strategy Development Manager (MEB Construction Division)	120	0	0	0	14	134
5	Ooi Kien Chuan	Executive Director (Shipyard Division)	686	0	110	0	99	895

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the Audit Committee is Dato' Sri Khazali bin Haji Ahmad, whilst Chairman of the Board is Dato' Mohamad Kamarudin bin Hassan.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	Members of Audit Committee comprise entirely of Independent Non-Executive Directors, none of whom are former key audit partners for the Company or the Group in the past three (3) years.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied	
Explanation on application of the practice	:	Prior to the Audit Committee recommending the re-appointment of the external auditor to the Board, an assessment on the external auditor, including the suitability, objectivity and independence, shall be duly made. Please refer to the Audit Committee's Terms of Reference (available on the Company's website) for further information.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	All members of the Audit Committee are Independent Directors. Encik Madzri bin Ab. Rahman was appointed as a member of Audit Committee on 28 August 2025.

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied	
Explanation on application of the practice	:	<p>All members of the Audit Committee are financially literate, with each member possessing the required skills and experience to discharge their duties effectively. The profiles of the members are provided in the Annual Report 2025.</p> <p>All members of the Audit Committee have undertaken and will continue to undertake continuous professional development. Details of the training programs attended during the financial year ended 31 December 2025 are disclosed in the CG Overview Statement – section “Directors’ Training” set out in the Annual Report 2025.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Group has in place effective risk management and internal control processes. The Group applies risk management in the day-to-day business operations, i.e. strategic, operational, HSSE programmes, project and other activities.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied	
Explanation on application of the practice	:	The Group has in place effective risk management and internal control processes, the key features and conclusion of adequacy and effectiveness are disclosed in the Statement on Risk Management and Internal Control set out in the Annual Report 2025.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.3 - Step Up

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

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

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

Practice 11.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Group has an in-house internal audit department which functions independently and reports directly to the Audit Committee. Please refer to the Audit Committee Report in the Annual Report 2025 for further information.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 11.2

The board should disclose–

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

Application	:	Applied	
Explanation on application of the practice	:	The above are duly disclosed in the Audit Committee Report – section “Internal Audit Function” set out in the Annual Report 2025.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Board has in place an effective Investor Relations and Shareholder Communication policy and function to ensure effective communication with stakeholders. Please refer to the CG Overview Statement – section “Communication with Investors and Shareholders” set out in the Annual Report 2025 for further information.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 12.2

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

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The 52nd Annual General Meeting (“AGM”) was held on 26 June 2025, the notice was circulated on 29 April 2025.</p> <p>The forthcoming 53rd AGM to be held on 11 June 2026, the notice is scheduled for circulation not later than 30 April 2026.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>All MEB Directors, except Encik Sobri bin Abu, attended the 52nd AGM held on 26 June 2025. Encik Sobri bin Abu retired at the conclusion of 52nd AGM.</p> <p>The Board endeavours to provide clear and meaningful responses to questions posed to them by shareholders at the AGM.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Company has historically held its general meetings on a fully physical basis. From 2020, during the COVID-19 period, general meetings were conducted on a fully virtual basis via live streaming and remote voting until the 51st AGM in June 2024.</p> <p>In line with the directives issued by the Securities Commission Malaysia and Bursa Malaysia Securities Berhad, requiring general meetings of public listed companies to be conducted either physically or in a hybrid mode effective 1 March 2025, the Company's 52nd AGM held on 26 June 2025 was conducted on a fully physical basis.</p> <p>The Company is of the view that physical general meetings enhance the quality of engagement by facilitating direct interaction between the Board and shareholders, thereby providing more effective communication and participation.</p> <p>While the Company did not provide for remote shareholders' participation, it leveraged technology to support the conduct of its general meetings, including electronic poll voting on all resolutions in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Electronic voting devices were utilised to ensure an efficient and accurate tabulation of results.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company’s financial and non-financial performance as well as the company’s long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The Chairman has successfully created a meaningful engagement with the Board and Shareholders throughout 52nd AGM held on 26 June 2025.</p> <p>The general meeting started with the briefing from Executive Director, Deputy CEO, reading out MWSG questions and response accordingly. The questions submitted by the MSWG together with the Company’s responses were also presented during the 52nd AGM and are available on the Company’s website.</p> <p>Shareholders were welcome to pose questions to the Board by posting them on the day of the AGM itself. The Board endeavours to provide clear and meaningful responses to questions posed to them by shareholders at the 52nd AGM. The questions posed by the Shareholders and the answers provided by the Board during the AGM were uploaded to the Company’s website https://www.muhibbah.com within 30 business days of 52nd AGM.</p>
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

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

Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.

Application	:	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: Minutes of the 52 nd AGM as well as all questions and answers posed by the shareholders are made available on the Company's website within 30 business days of the AGM.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

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

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

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