

CORPORATE GOVERNANCE REPORT

STOCK CODE : 9377
COMPANY NAME : FSBM HOLDINGS BERHAD
FINANCIAL YEAR : December 31, 2024

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	:	<p>The Board of Directors ("the Board") of FSBM Holdings Berhad assumes the overall responsibilities to lead and oversee the performance and effective control of the Company and the Group towards achieving the desired goals and objectives while meeting its obligations to its shareholders and other stakeholders.</p> <p>The Directors have at all times exercised their powers for the purpose they are conferred, for the benefit and best interest of the Company, shareholders and stakeholders.</p> <p>The principal roles and responsibilities of the Board are:</p> <ol style="list-style-type: none">1. Formulating strategic plan, determining direction, financial objectives and significant policies for the Company and Group;2. Monitoring and guiding the implementation of the strategy and the achievement of objectives;3. Overseeing the conduct of the business and performance of the Company and Group;4. Ensuring there are adequate resources to meet the Company's and the Group's strategic goals and objectives;5. Reviewing, adopting and approving Management's proposals put forwards to the Board amongst others, operational plans, annual operational budgets, key operational initiatives, major capital expenditures and corporate exercises;6. Approving the authority and responsibilities delegated to Management;7. Monitoring and approving financial and other reporting matters;8. Evaluating the performance of the Board, its Committees, individual Directors and Management; and setting their remuneration;

	<p>9. Overseeing the business conduct and code of ethics of the Group to ensure a high standard of corporate governance and social responsibility;</p> <p>10. Responsible for corporate sustainability;</p> <p>11. Responsible for succession planning within the Group; and</p> <p>12. Overseeing the development and implementation of the shareholders communication policy, and reporting to shareholders and ensuring accountability to all stakeholders.</p> <p>The following responsibilities are delegated to the Senior Management:</p> <ul style="list-style-type: none"> • implementation of strategies as approved by the Board from time to time; • financial performance; and • operational activities. <p>The Board has established the following committees to assist it in the execution of specific responsibilities:</p> <ol style="list-style-type: none"> i. Audit Committee ii. Nomination Committee iii. Remuneration Committee <p>The Board ensures that all Committees are provided with sufficient resources to undertake their duties. All the Committees are operating under clearly defined Terms of Reference and scope of work.</p> <p>Moving forward, the Board is in the process of activating the Risk Monitoring Committee in accordance with the Group's increased activities.</p> <p>The ultimate responsibility for the final decision on all matters lies with the Board. Key matters reserved for Board's deliberation and approval including but not limited to strategic plans, annual budgets, resources allocation, capital management, major capital expenditure, major acquisitions/disposals, investments and new businesses/projects, material agreements, corporate exercises, annual and quarterly financial results, succession planning and remuneration, control structure (such as key policies, procedures, and authority limits), risk management framework, ethical standards and corporate governance standards, corporate sustainability and shareholders relation.</p> <p>In discharging the responsibilities of overseeing the management and control of the business and affairs of the Company and Group vested in the Board, the operating procedures of the Board are described below:</p> <ul style="list-style-type: none"> • The Board has yet to appoint a Chairman following the resignation of the former Chairman. Nevertheless, the Mr. Pang Kiew Kun who is the Managing Director assists the Board in coordinating the Board's activities to ensure the Board is
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	<p>functioning well. He ensures the Board’s decisions and wishes are properly implemented.</p> <ul style="list-style-type: none">• The presence of Independent Non-Executive Directors provides a good complementing role to ensure a balance of power and authority. The role of Independent Non-Executive Directors is particularly important in ensuring that the strategies proposed by the executive management are fully discussed and examined as they provide unbiased and independent views, advice and judgment to take into account of the interests of the Group, shareholders, stakeholders and communities in which the Group conducts business.• The Board receives reports from the Board Committees. Business updates and briefing are given by the Executive Director at each Board meeting.• The Board meets at least once in every quarter with additional meetings to be convened as and when necessary. Urgent matters that require Board’s review are also frequently discussed via electronic mail or through informal discussions and all decisions are confirmed by way of circular resolutions. All Board members has demonstrated high commitment in terms of time and knowledge contribution with full attendance at Board Meetings. The Directors’ attendance at Board and Board Committee meetings are stated in the section of Corporate Governance Overview Statement of the Annual Report.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>Following the resignation of the former Chairman on 12 April 2022, the Board has yet to identify a suitable candidate to Chairman of the Board.</p> <p>The Board is committed to identifying and appointing a suitably qualified candidate to assume the role of Chairman at an appropriate time, in alignment with the Group's strategic direction and its commitment to uphold strong corporate governance practices.</p> <p>For the time being, the Managing Director, Mr. Pang Kiew Kun assists Board in coordinating the Board's activities to ensure the Board is functioning well. He ensures the Board's decisions and wishes are properly implemented.</p> <p>During the financial year, under the leadership of the Board and the Managing Director, the Company successfully implemented its Regularisation Plan and was uplifted from PN17 status on 21 June 2024. With this significant milestone achieved, the Board's focus has been on stabilising the Group's operations and laying the foundation for sustainable growth.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 1.3

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	As mentioned above in Practice 1.2, the Board's main focus during the financial year was to stabilise the Group's operations and enhance its overall performance. The Board will consider the appointment of a suitable candidate for the position of Chairman at an appropriate time. In the meantime, the Company continues to be led by the Managing Director, who oversees the day-to-day operations and provides strategic direction in collaboration with the Board.	
	:	At present, the operation of the Group is led by the Managing Director, Mr. Pang Kiew Kun.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 1.4

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	:	Subsequent the resignation of previous Chairman on 12 April 2022 the Board yet to identify a suitable candidate for appointment as Board Chairman. The Audit Committee and Remuneration Committee are chaired by Independent Non-Executive Directors. Whilst the Remuneration Committee is chaired by a Non-Independent Non-Executive Director. None of them assume the role of Chairman on 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

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 Company Secretaries of the Group are qualified to act as Company Secretary under Section 235 of the Companies Act, 2016. They are Chartered Secretary and is a Member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA).</p> <p>The Company Secretaries and their team continuously keep themselves abreast of the changing regulatory environment as well as development in corporate governance through attendance at relevant professional development programs and conferences.</p> <p>The Company Secretaries are accountable directly to the Board on all matters to do with the proper functioning of the Board.</p> <p>The Directors have full access to the services of the Company Secretaries. They provide secretarial support to the Board and Board Committees and plays an advisory role to ensure the Board complies with relevant regulations, laws and Bursa's Listing Requirements. They assist the Board in applying the best practices of the Malaysian Code on Corporate Governance (MCCG). They also provides effective support to the Board and Board Committees to facilitate their discussion and proceedings of Board and Board Committees meetings and ensure that deliberations are well documented.</p> <p>The Board has reviewed the fitness and propriety of the Company Secretaries and it is satisfied with the performance and services rendered by the Company Secretaries.</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	:		
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Intended Outcome

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

Practice 1.6

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

Application	:	Applied
Explanation on application of the practice	:	<p>The annual meeting calendar for the Board and Board Committees meetings as well as Annual General Meeting are prepared in advance and tabled to the Board for approval. The annual meeting calendar facilitates Directors in their time planning and to ensure the Board and Board Committees meetings are respectively attended by all Directors and Board Committees members.</p> <p>The formal Notice of Board and Board Committees meetings are circulated to the Directors and Board Committees members via electronic mail at least seven (7) days prior to the meeting. Discussion papers particularly the financial results are circulated via electronic mail to the Board and Board Committees for their comment before the papers are finalised. Upon finalisation, the comprehensive papers and reports regarding matters under consideration are circulated to the Board and Board Committees respectively prior to the meeting to provide them with ample time to peruse the papers and reports to facilitate discussion and decision at the meeting. Directors may seek independent professional advice on the subject matter at the Company's expense if deemed necessary.</p> <p>The meeting proceedings, matters presented and reported at the Board and Board Committees meetings, the discussions and comments, and how a decision is reached are recorded by the Company Secretary. After the meeting, the Company Secretary circulates the draft minutes to the respective Board and Board Committees for their review and comments to ensure the minutes accurately reflect the deliberations and decisions of the Board and Board Committees. The minutes are tabled and confirmed at the next meeting. The Company Secretary ensures that all minutes and meeting materials are properly kept to ease future reference.</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	:	<p>The Board is guided by the Board Charter in discharging its duties and fiduciary obligation to the Company and Group. It encapsulates the Company's frameworks and practices, and is in compliance with the Company's Constitution, the Listing Requirements, and in line with the practices of the Malaysian Code on Corporate Governance.</p> <p>The purpose of the Board Charter is to ensure the Board members are aware of their respective roles and responsibilities as well as the Board's procedures.</p> <p>The Board Charter is periodically reviewed and updated in accordance with the need of the Company and the changing/new regulations that may impact the discharge of the Board's duties and responsibilities.</p> <p>The Board Charter is published on the Company's corporate website at https://fsbm.listedcompany.com/corporate_governance.html</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 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	:	<p>The Board is committed to maintaining a culture of high standard of ethical business behaviour at all times.</p> <p>The Board has established a Code of Conduct and Ethics to be observed by the Directors, whilst Management and employees are guided by the Code of Conduct and Ethics contained in the Group HR Policies and Procedures. The Board, management, employees and anyone who is employed by or works at or engaged in activities with FSBM and its subsidiaries are required to act in the manner consistent with this commitment.</p> <p>The Code of Conduct and Ethics is published on the Company's corporate website at https://fsbm.listedcompany.com/corporate_governance.html</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 board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>With the effort to maintain a culture of high ethical standards and behaviour, the Board has put in place a Whistleblowing Policy ("Policy").</p> <p>The Policy encourages employees and others who have serious concerns about any aspect of the Company and Group including, but not limited to unethical or fraudulent practices within the Group to come forward and voice those concerns.</p> <p>The purpose of this Policy is to establish a system for reporting, investigation and resolution of reportable conduct, so that, damage control or remedial action can be taken promptly. It provides guidelines for the support and protection of individuals who wish to report reportable conduct but are apprehensive of doing so or fear retribution.</p> <p>The Whistleblowing Policy can be viewed on the Company's corporate website at https://fsbm.listedcompany.com/corporate_governance.html</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 4.1

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	:	In line with good governance practices, the Board together with Management have always take into consideration sustainability and business continuity in developing and implementing the Group strategies and business plan for the Group's business 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

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 Company's Annual Report includes a Sustainability Statement which discloses the Company's sustainability strategies, priorities and targets as well as performance and it serves as the main communication tool of FSBM's Sustainability to the internal and external stakeholders. The Sustainability Statement serves as one of the communication channels for all the Group's stakeholders.</p> <p>The Group engages with internal and external stakeholders through various channels to develop a better understanding of their needs and expectations as below:-</p> <ul style="list-style-type: none">• Internal – Emails, employee engagement, dialogues, etc; and• External – corporate website, annual report, press releases, general meetings, quarterly financial announcements, etc. <p>Details pertaining to the stakeholders' engagement are available in the Sustainability Statement contained in the Company's 2024 Annual Report.</p> <p>The Annual Report is available on the website at www.fsbm.com.my</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 is cognisant that Directors are expected to have a strong understanding and be able to engage in rigorous discourse with Management in addressing sustainability-related risks. Directors are not expected to be sustainability-focused experts, but adequate sustainability competence is crucial to address material sustainability risks and provide guidance on sustainability-related matters. The Directors are keeping themselves apprised with contemporaneous and relevant sustainability developments by way of formal training including webinars, presentation of updates, structured reading and discussions.</p> <p>The Board is committed to staying abreast with sustainability issues associated with evolving global environment, social and governance (ESG) aspect of business.</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 undertakes a formal and objective annual evaluation to determine the effectiveness of the Board, its Committees and each individual Director. The evaluation process takes into consideration of the performance of the Board in addressing the Company’s material sustainability risks and opportunities and also the Board’s awareness of the on-going development and understanding of the sustainability issues relevant to the Company and its business.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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 reviews the Board composition periodically and refresh the composition when the need arises.</p> <p>The Board has undertaken a formal and objective annual evaluation to determine the effectiveness of the Board, its Committees and the performance of each individual Director.</p> <p>Concurrently, the NC reviews and proposes the annual re-election of the directors who retire by rotation based on the annual directors’ evaluation.</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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>During the financial year under review, the Board had not applied the recommendation of Practice 5.2 of the MCGG to have half of the Board comprises Independent Directors. Initially, the Board comprised of seven (7) members, two (2) of whom are Executive Directors, three (3) are Independent Non-Executive Directors and two (2) Non-Independent Non-Executive Directors.</p> <p>The Board members are as follows:</p> <ol style="list-style-type: none">1. Dato' Tan Hock San @ Tan Hock Ming (Non-Independent Non-Executive Director)2. Mr Ng Yew Soon (Independent Non-Executive Director)3. Ms Tan Wan Yen (Executive Director)4. Pang Kiew Kun (Managing Director)5. Mok Kar Foo (Non-Independent Non-Executive Director)6. Tey Giap Turn (Independent Non-Executive Director)7. Chew Sir Boon (Independent Non-Executive Director) <p>With the Company having successfully uplifted from PN17 status, the Board is now focusing on strengthening the Group's business activities and governance framework. In line with this, the Board will continue its efforts to identify and appoint a suitable candidate as an Independent Director to ensure compliance with Practice 5.2 of the Malaysian Code on Corporate Governance (MCGG)..</p> <p>The Board ensure it has properly discharged it fiduciary duties. The Board has always considered various aspects and take the necessary steps to ensure its decision-making is made objectively in the best interests of the Company and shareholders.</p>

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

Intended Outcome

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

Practice 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	None of the Independent Directors of FSBM has exceeded the tenure of a cumulative term of nine (9) years in the Company.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

<i>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.</i>	
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 concurs that the selection and appointment of members of the Board and Senior Management are based on merit and objective criteria with due regard for the benefits of diversity with no restriction on ethnicity, age and gender. The Board and Senior Management as a whole should have the right mix of skills.</p> <p>The selection and evaluation of the candidates will be based on the fit and proper criteria as set out in the Directors' Fit and Proper Policy. Generally, the criteria for Board membership are:</p> <ul style="list-style-type: none">• Experience and background that is relevant to the market that FSBM is currently in or intending to pursue.• Ability and intelligence to make sensible business decisions and recommendations.• The astute operational and business senses in evaluating business activities, being able to ask questions and engage with management.• High ethical values, being able to make decisions with integrity. Strong commitment to furthering and protecting the interests of Shareholders, and the achievement of the Company's goals.• Ability to work with the other Board members constructively and harmoniously through collegial, productive working relationships that foster trust and respect.• Willingness to devote time to effectively discharge his/her duties as Director.• In the case of position of Independent Non-Executive Director, the independence and ability to discharge such responsibilities/functions as are expected from an Independent Non-Executive Director. <p>The appointment of Senior Management is based on pre-determined criteria according to position and job descriptions with due regard for equality in the workplace.</p>

Explanation for departure	:			
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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	:	<p>The Board employs diverse sources to identify suitable candidates, including recommendations from existing board members, management, major shareholders, and independent sources.</p> <p>The Nomination Committee (NC) is tasked with recommending qualified candidates to the Board for consideration. Additionally, the NC welcomes referrals from external sources such as industry and professional associations, as well as independent search firms.</p> <p>During the financial year ended 31 December 2024, the Board had successfully identified a suitable qualified candidate, namely Mr. Chew Sir Boon, who had accepted the appointment of Independent and Non-Executive Director.</p> <p>The main source of candidates for the said appointment of Directors was through Directors' networking and referral from independent sources.</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 5.7

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 details of the retiring Directors who seek for re-election at the forthcoming Annual General Meeting are set out in the Directors Profiles section of the Annual Report, their shareholdings in the Company and details of attendance at Board Meetings are set out in the relevant sections of the Annual Report. The Notice of Annual General Meeting is enclosed with a statement to from the Board on its comments and justification to support the Board’s recommendation to the shareholders on the re-election of the retiring Directors.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.8

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>During the financial year ended 31 December 2024, the Nominating Committee ("NC") is chaired by Mr. Mok Kar Foo (Non-Independent Non-Executive Director). Thus, it has not complied with Practice 5.8.</p> <p>At present, the members of the NC are as follows:-</p> <ol style="list-style-type: none">1. Mr Mok Kar Foo – Chairman (Non-Independent Non-Executive Director)2. Mr Ng Yew Soon – Member (Independent Non-Executive Director)3. Mr Tey Giap Turn (member) (Independent Non-Executive Director) <p>Although the NC is not chaired by an Independent Director, two (2) of the NC members are Independent Directors has always provided check and balance to ensure an unbiased discussion and decisions made are fair and to best interest of the Company and shareholders. The recommendations of the NC are based on the collective decisions of the NC.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Mr. Chew has recently been appointed to the Board as an Independent Non-Executive Director. The Company is in the process of reviewing the composition of the Nominating Committee and will consider appropriate changes to strengthen the Committee's independence and governance practices
Timeframe	:	Within 1 year

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>The current Board comprises only one (1) woman Director, namely Ms Tan Wan Yen who is the Executive Director of the Group, equivalent to 14% women representation on the Board.</p> <p>Given the current state of the Group's business activities, it is more crucial to have the right mix of skills on the Board to lead the Company to the right track instead of achieving the 30% gender target.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 5.10

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>The Board notwithstanding the view that diversity should be in tandem with expertise, experience and skills and not gender alone acknowledges the importance of the establishment of a gender diversity policy.</p> <p>The Board recognises the spirit of the MCCG. Proper measures will be taken to achieve sufficient board gender diversity when the Group's activities increase.</p> <p>The current Board's composition comprising right group of people of diverse backgrounds, qualifications, skills, business and industry knowledge, expertise and experience, enabling the contribution of views and insight from various perspectives in arriving at productive discussion and decision-making. Independent elements in the Board would support independent deliberation and objective decision-making which is in the best interest of the Company and its shareholders.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

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	<p>The Board has established a Nomination Committee (“NC”) to assume the duty on annual effectiveness review of the Board, Board Committees and each individual Director.</p> <p>During the financial year ended 31 December 2024, the NC consists of three (3) members as follows:-</p> <ol style="list-style-type: none">1. Mr Mok Kar Foo – Chairman (Non-Independent Non-Executive Director)2. Mr Ng Yew Soon – Member (Independent Non-Executive Director)3. Mr Tey Giap Turn (Independent Non-Executive Director) <p><u>Assessment Process</u></p> <p>The process of assessment are as follows:</p> <ul style="list-style-type: none">• The assessment is performed annually and internally facilitated. The evaluation process is facilitated by the Company Secretary.• The NC applies the Directors’ fit and proper criteria as stipulated in the Directors’ Fit and Proper Policy of the Company alongside the performance evaluation criteria, included with the ESG Evaluation Assessment, as recommended in the Corporate Governance Guide in conducting the annual assessments of Board and Board Committees and individual Directors. Assessment of the independence of the Independent Directors is based on the

	<p>independence criteria as stipulated in the Main Market Listing Requirements.</p> <ul style="list-style-type: none"> • Prior to the NC meeting, the respective performance appraisal forms are circulated to the NC members and individual Directors via electronic mail. While the NC assesses the performance of the Board and Board Committees, individual Directors are invited to self-assess and comment on their character and integrity; experience and competence; and time and commitment. • At the NC meeting, the NC discusses the performance of the Board and Board Committees, and each individual Director. • The NC then recommends the outcome of the assessments to the Board for its review. <p>The NC had conducted an annual assessment on the performance and effectiveness of the Board, Board Committees and each individual Director in respect of the financial year ended 31 December 2024.</p> <p><u>Assessment Outcomes</u></p> <p>The following assessment outcomes were reported by the NC:</p> <ol style="list-style-type: none"> 1) The Board had discharged its fiduciary duties adequately. 2) The Board Committees i.e., Audit Committee, Nomination Committee and Remuneration Committee had discharged their duties in according to their Terms of Reference, except for the Risk Monitoring Committee which was not active during the financial year. 3) Each Director continues to meet the Directors' fit and proper criteria, sufficiently contributed his/her skills, experience, business and industry knowledge and time in discharging their duties and responsibilities. 4) The Independent Directors have exercised due care during their tenure as Independent Directors of the Company and have discharged their duties with reasonable skill and competence, bringing independent judgment into the decision making of the Board in the best interest of the Company and its shareholders. <p>Meanwhile, same with last financial year, the NC commented that the following issues required the Board's focus when the Group's activities increase:</p> <ol style="list-style-type: none"> 1. To review and strengthen the Senior Management team to ensure it is equipped the necessary resources to manage the Group's business plan and projects. 2. To restructure the membership of the Risk Monitoring Committee.
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	<p>3. Directors are encouraged to continually update their skills and knowledge of the business and to actively participate on continuous professional development programs so that, the Board is equipped to meet the fast changing competitive business environment and technological changes.</p> <p>4. The Board should increase its engagement with shareholders and stakeholders.</p> <p>Based on its assessment outcomes, the NC recommended to the Board to seek shareholders' approval for re-election of the retiring Directors at the forthcoming Annual General Meeting (AGM).</p> <p><u>Directors' Training</u></p> <p>Paragraph 15.08 of the Listing Requirements of Bursa Securities requires Directors to undertake continuous professional development programs to keep themselves abreast with the changing business environment, regulatory and corporate governance. Based on the results of the annual assessments, the NC assisted the Board undertaken an assessment on the training needs of each Directors. All Directors were also requested to identify their areas of training needs.</p> <p>During the financial year ended 31 December 2024, most of the Directors had attended training programs / Seminars/conferences.</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 level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Remuneration Committee ("RC") assists the Board in setting the remuneration framework on remuneration packages for Directors and Senior Management and implements the remuneration policy and procedures accordingly.</p> <p>The Remuneration Policy and Procedures of the Company are set out below:</p> <ul style="list-style-type: none">• The approach to remuneration should take into account the best practice and market trends in the industry the Company and Group is operating, while supporting the commercial needs and long-term interest of the Company and Group, and the interest of shareholders and stakeholders.• There must be a clear link between remuneration and performance, and remuneration packages should reflect the roles and responsibilities, and be set at a level which is sufficient to attract and retain Directors and Senior Management with the necessary calibre to make important contribution to the Company and Group.• The remuneration packages of the Board, Board Committees and Senior Management shall be recommended by the RC. Where appropriate, the results of market surveys are made available to the RC and the RC may seek advice from appropriate consultants and invite the views of the Chief Financial Officer and Group Head of Human Resources.• The Board shall determine the remuneration packages for Directors and Senior Management as a whole based on RC's recommendation.• Remuneration packages shall be reviewed on a yearly basis to ensure they remain appropriate.

	<ul style="list-style-type: none"> • Remuneration packages comprises the following elements: <p>1. <u>DIRECTOR</u></p> <p>(a) <u>Managing Director / Executive Directors</u></p> <ul style="list-style-type: none"> • They are entitled to receive remuneration in accordance with the Company's Constitution. • They draw monthly salaries, statutory contribution and benefits-in kinds based on employment and service contract approved by the Board. • The remuneration package set out in the employment and service contracts are determined based on role, function and level of responsibilities, experience and expertise of each Director and industry market rate, and shall link corporate performance to individual performance and contribution. • Bonuses are payable based on a non-contractual bonus scheme, which is dependent on their performance and Company's performance. • They are not entitled to Directors' fees. • They may be paid all travelling or such other reasonable expenses properly incurred by them in attending and returning from meetings of the Directors or any committee of Directors or general meetings/annual general meetings of the Company or in connection with the business of the Company in the course of performance of their duties as Directors. <p>(b) <u>Non-Executive Directors</u></p> <ul style="list-style-type: none"> • They are entitled to receive remuneration in accordance with the Company's Constitution. • Non-Executive Directors are entitled to Directors' fees as ordinary remuneration and shall be a fixed sum and not payable by a commission or percentage of profits or turnover. • The remuneration should reflect the contribution and level of responsibilities undertaken by them, and industry market rate. • They will also be paid a sum based on their responsibilities in Board Committees. • They may be paid all travelling or such other reasonable expenses properly incurred by them in attending and returning from meetings of the Directors or any committee of Directors or general meetings/annual general meetings of the Company or in connection with the business of the Company in the course of performance of their duties as Directors.
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	<p>2. SENIOR MANAGEMENT</p> <ul style="list-style-type: none"> • They draw monthly salaries, statutory contribution and benefits-in-kinds based on employment and service contract. • The remuneration is set based on function, workload and responsibilities involved, and industry market rate. • Bonuses are payable based on a non-contractual bonus scheme, which is dependent on key performance indicators and the Company's performance. • The outcome of the Nomination Committee's annual assessment may be used by the RC as a guide in its review of remuneration packages of Directors and Senior Management. • The Directors concerned should abstain from participating in the deliberation and decision-making in respect of their own remuneration. • The fees of Non-Executive Directors and any benefits payable to them, and any increment are recommended by the Board for shareholders' approval in general meeting or annual general meeting pursuant to Section 230(1) and 340(1)(c) of the Companies Act 2016. 	
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

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

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

Practice 7.2

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Remuneration Committee ("RC") assists the Board on the implementation of remuneration policy and procedures according to the RC's Terms of Reference. The RC's Terms of Reference is published on the Company's corporate website at www.fsbm.com.my</p> <p>During the financial year ended 31 December 2024, the RC comprises three (3) members, with a majority of Independent Non-Executive Directors, and one Non-Independent Non-Executive Director. The members of the RC are as follows:-</p> <ol style="list-style-type: none">1. Mr Tey Giap Turn – Chairman (Independent Non-Executive Director)2. Mr Ng Yew Soon – Member (Independent Non-Executive Director)3. Mr Mok Kar Foo – Member (Non-Independent Non-Executive Director) <p><u>Review Procedures</u></p> <p>The RC practises the following procedures on implementation of the remuneration policy:</p> <ul style="list-style-type: none">• The RC conducts its annual review of the remuneration packages of the Group Managing Director, Executive Directors, Non-Executive Directors and Senior Management, and makes recommendation to the Board.• The RC is guided by the assessment outcome of the NC in its review of the remuneration packages. Comparisons are made with the remuneration paid by other comparable public listed companies.

	<ul style="list-style-type: none"> None of the individual Directors or the Chairman participates in the discussion and decision relating to their own remuneration. 	
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 remunerations received or receivable by the Non-Executive Directors and Executive Directors in respect of the financial year ended 31 December 2024 are disclosed below:-

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Pang Kiew Kun	Executive Director	nil	7	300	nil	nil	39	346	nil	7	300	nil	nil	39	346
2	Tan Wan Yen	Executive Director	nil	7	53	nil	nil	7	77	nil	7	53	nil	nil	7	77
3	Dato' Tan Hock San@Tan Hock Ming	Non-Executive Non-Independent Director	36	nil	nil	nil	nil	7	43	36	nil	nil	nil	nil	7	43
4	Ng Yew Soon	Independent Director	40	nil	nil	nil	nil	7	47	40	nil	nil	nil	nil	7	47
5	Mok Kar Foo	Non-Executive Non-Independent Director	36	nil	nil	nil	nil	7	43	36	nil	nil	nil	nil	7	43
6	Tey Giap Turn	Independent Director	36	nil	nil	nil	nil	7	43	36	nil	nil	nil	nil	7	43
7	Chew Sir Boon	Independent Director	6	nil	nil	nil	nil	1	7	6	nil	nil	nil	nil	1	7
8	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
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	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	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
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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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Remuneration Committee and the Board are of the view that it is not to the Company's advantage or best interest to disclose the the various remuneration components in detail considering the highly competitive market for senior management personnel with the requisite knowledge, technical expertise and working experience in the industry the Company operates. Accordingly, such disclosure of specific remuneration information may give rise to recruitment and talent retention issues.</p> <p>The Remuneration Committee and the Board regularly review and benchmark the compensation of senior management personnel to ensure that the remuneration packages are competitive and adequate, besides commensurate with the function, workload and responsibilities and individual performance.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

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

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	Refer to explanation in Practice 8.2.

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	During the financial year under review, the Board has not appointed Chairman. Audit Committee is chaired by Mr Ng Yew Soon who is not the Chairman 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

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	:	<p>With regards to the appointment of former key audit partner as a member of Audit Committee, the Board concurs that a former key audit partner would be in a better position in terms of independence after a cooling-off period. Thus, the Terms of Reference of Audit Committee has included a clause on a minimum cooling-off period of three (3) years before a former key audit partner can be appointed as a member of the Audit Committee.</p> <p>During the financial year ended 31 December 2024, none of the members of the Audit Committee was a former key audit partner of the Company and Group.</p>	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Audit Committee ("AC") assists the Board to fulfil its oversight responsibilities. One of it is in relation to monitoring the independence and effectiveness of the External Auditors.</p> <p>In this context, the AC is responsible for the following matters:</p> <ol style="list-style-type: none">1. Oversees the selection process for External Auditors and if the auditors resign, the AC investigate the issues leading to the resignation.2. Monitors the objectivity and independence of the External Auditors.3. Assesses the effectiveness of the audit process and the quality of the External Auditors.4. Reviews the remuneration payable to the External Auditors. The AC makes recommendation to the Board on appointment, removal, or whether or not the External Auditors should be put forward for reappointment at an Annual General Meeting ("AGM"); and their remuneration. <p>The AC has put in place the following policies:</p> <ul style="list-style-type: none">• The independence and suitability of the External Auditors are reviewed and assessed based on the criteria listed below:<ul style="list-style-type: none">• The independence, objectivity, integrity and professionalism of the External Auditors in accordance with the terms of the professional and regulatory requirements of the Malaysian Institute of Accountants;• The level of non-audit services rendered or to be rendered by the External Auditors and its affiliates;• The experience, capabilities and resources of the audit firm;• The performance and competencies of the External Auditors;• The quality of services including the responsiveness to issues and ability to provide realistic analysis with technical knowledge and independent judgement, the quality of their conclusion and recommendations, and sufficiency of resources they provide to the Group; and• The quality of the communications and interactions between

	<p>the External Auditors and the AC during the course of audit;</p> <ul style="list-style-type: none"> • The audit fees shall be evaluated based on quantum of audit work, the audit process and approach, the engagement team's credentials and experience, their ability to provide value advice and services, and the ability to complete audit work within the Group's timeline. • The provision of non-audit related services by the External Auditors and its affiliates are permitted with prior approval of the AC. <p>There are limitations on the level and type of non-audit services that can be rendered by the External Auditors and its affiliates. The type of non-audit services that are prohibited is based on guidance from the By-Laws (on Professional Ethics, Conduct and Practice) by the Malaysian Institute of Accountants.</p> <p>The following factors should be assessed prior to the External Auditors being engaged:</p> <ul style="list-style-type: none"> • The threats to independence and objectivity resulting from the provision of such services. • Whether there are any conflicts of interest for the External Auditors. • The quantum of non-audit fees in the context of the overall audit fee. <p>The following procedures are undertaken by the AC:</p> <ul style="list-style-type: none"> • Performing annual review and assess the external audit process including the independence, quality and performance of the External Auditors. • Obtaining assurance from the External Auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements. • Hold separate meetings with the External Auditors without management being present. • Monitoring the type and level of non-audit services provided by the External Auditors and its affiliates. • Based on the outcome of the annual assessment, make recommendation to the Board on whether to re-appoint the External Auditors and their remuneration. <p><u>Re-appointment of External Auditors</u></p> <p>The AC had reviewed the suitability and independence of the current External Auditors and recommended to the Board for re-appointment as the External Auditors to audit of the Company's financial statements for the ensuing financial year.</p>
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	<p><u>Audit and Non- Audit Fees</u></p> <p>The AC had reviewed the audit fees and non-audit fees in respect of the financial year ended 31 December 2024, and made recommendation to the Board for approval of the audit fee and non-audit fee of the Company and the Group.</p> <p>Pursuant to the authority given by Shareholders at the forthcoming Annual General Meeting of the Company, the Board approved the audit fees and non-audit fees based on the recommendation of the AC.</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

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Chairman of the Audit Committee is a Fellow of the Association of Chartered Certified Accountants and a member of the Malaysian Institute of Accountants (MIA). The AC possess the necessary skills to discharge its duties. Although not all of the AC members possess the accounting qualification as prescribed by the Main Market Listing Requirements, the members of the AC have an understanding of the industry in which the Company operates, they also keep themselves up-to-date with developments of the accounting and auditing standards through various avenues so that they are able to assume the responsibility on overseeing the financial report of the Company and Group effectively.</p> <p>During the financial year ended 31 December 2024, the activities of the AC in terms of overseeing financial reporting were as follows:</p> <ol style="list-style-type: none">1. <u>Review of quarterly financial results</u> At each quarterly meeting, the AC reviewed the quarterly financial results prepared by Management. The AC in consultation with Management deliberated on the integrity of the quarterly financial results as well as the significant issues of concerns before recommending to the Board for approval.2. <u>Audited Financial Statements</u> The AC reviewed the Audited Financial Statements before recommending to the Board for approval. The AC discussed with the External Auditors and Management with regard to the audit findings, disclosures and key areas relating the draft Audited Financial Statements, the representation letters issued by the External Auditors and the implementation of audit recommendations.

	3. <u>Internal Audit Report</u> The AC reviewed the Internal Audit Report prior to presenting it to the Board for approval. During this process, the AC engaged in detailed discussions with both the Internal Auditors and Management regarding the audit findings and critical areas pertaining to internal audit 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

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is currently revamping the Risk Management Framework to align with the Group's operations and objectives. The Risk Management Framework provides key principles and concepts, and a clear direction and guidance on risk management to give assertion on the state of risks and controls, with the objective to protect the interest of shareholders and stakeholders and achieve the Group's business objectives.</p> <p>The existing Risk Framework lays down the following:</p> <ol style="list-style-type: none">1. The risk management policy2. Key objectives for risk management3. Risk management process4. Risk responsibilities <p>The Board is in the process of activating the roles of the Risk Monitoring Committee in accordance with the Group's increased activities.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The existing Risk management and internal control framework</p> <p>Risk Management Policy</p> <p>Risk management and internal control is about predicting and containing risk and being equipped to handle the outcome of uncertainty. The Board ensures there is adequate and effective risk management process, provide assertion on the state of risks and controls and reasonable assurance to the Board and to protect the interests of shareholders and increase shareholders' value.</p> <p>Risk Management Approach</p> <p>The Group adopts a proactive approach on internal risk management. Risk management process including the following:</p> <ol style="list-style-type: none">1. Risk Identification2. Risk Assessment3. Risk Mitigation4. Risk Monitoring5. Risk Reporting <p>Risk management is an on-going exercise, it is a process effect by the Company's Board, management and other personnel, applied in strategy setting across the Group, designed to identify potential events that may affect the Company and Group, and manage risks to be within its risk appetite, to provide reasonable assurance regarding the achievement of its objectives.</p> <p>Risk management process involves the following responsible parties:</p> <ol style="list-style-type: none">1) Board of Directors2) Risk Monitoring Committee ("RMC")3) Senior Management/Business Heads/Line Management4) Internal Audit

	<ul style="list-style-type: none"> • The Board provides stewardship on the Group's risk management. It determines the nature and extent of the principal risks it is willing to take in achieving the Group strategic objectives. It reviews the risk identified and endorses the risk management initiatives and ensure the risk management is adequate and effective. • The RMC is established to assist the Board in the discharge of risk monitoring and control responsibilities. It develops, recommends and implements suitable group-wide risk management framework, policies & procedures and control, and reports to the Board on risk exposure. • Senior Management / Business Heads / Line Management are responsible for direct implementation and monitoring of risk mitigation strategies and internal control. It reports the risk profile and risk management performance to RWG. • Internal Audit may act as secretariat for the RMC and assist in the Group wide coordination for the implementation of risk management framework and activities. It is not the role of Internal Audit to identify the risks facing the organisation. However, where additional risks are identified by the Internal Auditor during their work, then these should be fed back to management as part of the normal audit reporting process. <p>Risk reporting consists of:</p> <ul style="list-style-type: none"> • Principal risks, potential impact/ damages. • Existing controls currently in place. • Management initiatives to mitigate and managed identified risks. • Approvals required on initiatives. <p>Internal Control</p> <p>The key elements of the Group's internal control system are described below:</p> <ol style="list-style-type: none"> 1. Limits of authority and responsibility <p>Clearly defined delegations of responsibilities to committees of the Board, the management and operating units, including authorisation levels for all aspect of the businesses. Each operating unit has clear policies for ensuring that appropriate risk and control procedures are in place. The delegations are subject to ongoing review throughout the year as to their implementation and for continuing suitability.</p>
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	<p>2. Written policies and procedures</p> <p>Standard operating procedures are issued to address business needs, and to manage the risks to which they are exposed. Ongoing reviews carried out to ensure adequacy and effectiveness of the Group's system of internal control.</p> <p>3. Planning, monitoring and reporting</p> <ul style="list-style-type: none"> • Regular and comprehensive information provided by management, covering financial performance, key business indicators and cash flow performance; • A detailed budgeting process where operating units prepare and submit budgets for the ensuing year; • Monitoring of results against budget, with major variances being addressed and management action taken, where necessary; • Regular assurance by internal auditors on the adequacy and effectiveness of the Group's system of internal control; and • Review on risk and control issues identified by Risk Monitoring Committee and the status of corrective actions taken by management. <p>4. Human Resource</p> <p>The professionalism and competence of staff is maintained through a rigorous recruitment process, a performance appraisal system and a wide variety and continuous training and development programs.</p> <p><u>Adequacy and effectiveness</u></p> <p>Given the Group's present level of business operations, the control and monitoring arrangements currently in place are appropriate.</p> <p>The Board and Management have been continuously mitigating the risks and that may have a considerable impact on the Company and Group. The current risks on which the Board and management are continuing to focus are operational and financial risks. Various initiatives have been taken by the Board and Management to sufficiently manage these risks to ensure the Group is operating on a going concern basis. It is acknowledged that when the Group's activities increase, more resources will be made available to enhance the risk management process.</p>
<p>Explanation for departure</p>	<p>:</p>

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

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 11.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Group outsources its Internal Audit Function to an independent professional services firm, namely Vaersa Advisory Sdn. Bhd. The Internal Auditors are engaged to conduct regular reviews and appraisals of the effectiveness of governance, risk management and internal control process within the Company and Group.</p> <p>It is recognised that Internal Audit Function is important in assisting the Audit Committee ("AC") and the Board in execution of its oversight function and discharge its responsibilities by performing independent reviews to ensure the adequacy and effectiveness of the internal control and risk management systems established by the Group.</p> <p>The internal audit function provides the AC and the Board with reasonable assurance of the effectiveness of the system of internal control in the Group. Further details of the internal audit function and the summary of works carried out are further disclosed in the AC Report in the Company's Annual Report for the financial year ended 31 December 2024.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 11.2

The board should disclose—

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

Application	:	Applied
Explanation on application of the practice	:	<p>FSBM Group's internal audit is performed by an independent professional services firm, namely Vaersa Advisory Sdn. Bhd ("Vaersa"). Vaersa's team is headed by Mr. Quincy Gan Hoong Huat ("Mr Quincy Gan") who holds a Bachelor of Commerce Degree and is a Fellow of the Association of Chartered Certified Accountants (FCCA).</p> <p>Mr. Quincy Gan has more than 15 years' experience in internal audit and risk management in international big four audit firm. All the internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence during the course of the work.</p> <p>The internal audit work was carried out in accordance with a framework set by a recognised professional body i.e., International Professional Practice Framework issued by Institute of Internal Auditors, of which final communication of internal audit plan, processes and results of the internal audit assessment are supported by sufficient, reliable and relevant information which signifies a satisfactory conclusion of the internal audit works.</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 continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

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

Practice 12.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board is responsible in reporting to shareholders and ensure accountability the stakeholders. The Board has put in place a Corporate Disclosure Policies and Procedures and ensure that it is implemented effectively.</p> <p>The Board has ensured that all disclosure requirements as set out in the Listing Requirements are duly complied with. All financial reports and statements, news releases, presentations, corporate governance documents and other information are accessible to shareholders via the Company's corporate website.</p> <p>Besides that, Annual General Meetings are properly held, and the procedures are compliance with the regulatory requirements and MCGG.</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 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 Annual General Meeting is the principal forum for dialogue with shareholders.</p> <p>As a good corporate governance practise, the Company has been practising sending Notice of Annual General Meeting (“AGM”) to shareholders more than 28 days prior to the meeting. Apart from that, the Board ensures suitability of venue and timing of meeting and undertake other measures to encourage shareholders’ participation at the meetings.</p> <p>The Notice of AGM provides the relevant information pertaining to each Agenda to facilitate shareholders’ understanding and evaluation of the resolution and make informed decisions. The Board ensure that all information and explanatory notes provided in the Notice of AGM are in compliance with the Listing Requirements and MCGG.</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	:	The Company provides the opportunity for all shareholders to meet and to put questions to the Board Directors at the Company’s Annual General Meeting (“AGM”) and Extraordinary General Meeting (“EGM”). All Directors are present at the AGM and EGM to provide responses to questions from the shareholders during these meetings.	
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	:	AGM of the Company was held in a physical manner which allow a better and more meaningful engagement between the Board, senior management and shareholders.	
		The Board ensure opportunity is provided to all shareholders and participants to meet and to put questions to the Board of Directors. All Directors are present at the AGM to provide responses to questions from the shareholders during the meetings.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

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	:	Shareholders are encouraged to participate and vote at the Company's AGM. During the physical AGM held by FSBM Holdings Berhad, the Chairman allowed and encouraged shareholders to attend, speak and vote on resolutions tabled at the meeting.
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.

provide brief reasons on the choice of the meeting platform.		
Application	:	Not applicable – only physical general meetings were conducted in the financial year
Explanation on application of the practice	:	
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.6

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

<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	:	The minutes of the 2024 AGM were published on the Company's corporate website within the stipulated time.
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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