

## SUSTAINABILITY REVIEW

**Malaysia Airports’ corporate vision – ‘A Global Airport Group that Champions Connectivity and Sustainability’ – reflects our focus on our ability to create long term value for our stakeholders. Creating long-term value requires us to embed Environmental, Social and Governance (ESG) matters in setting the Group’s value creation strategy, focus areas and business priorities. In addition, with the pivot in the Group’s strategy in 2022, our commitment to ESG has been identified as a key enabler of the Group’s success.**



In 2022, Malaysia Airports began an exercise to review and improve its sustainability framework and address climate change. The revised framework which will be announced in 2023 includes developing a strategy and roadmap towards net-zero carbon emissions. As part of the transition, the Group has begun reporting on sustainability based on ESG considerations, as compared to its previous reporting based on its five sustainability pillars.


This Sustainability Review lays out the salient information and highlights Malaysia Airports’ progress in 2022 in key ESG areas that impact our ability to create value for stakeholders. It complements the Financial Review and Operational Review in the preceding sections to provide stakeholders with a holistic view of our progress on long term value creation.

Sustainability Governance, Stakeholder Engagement and Material Matters of the Group are discussed in this report at pages 6 to 11, 36 to 43 and 44 to 54 respectively.


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Reduction of Energy Consumption Intensity (kWh/Passengers) <b>75.4%</b>	Rain Water Harvested at KLIA Terminal 2 <b>39,594 m<sup>3</sup></b>	Air Quality at KLIA Terminal 1 and Terminal 2 <b>API - Good (0-50)</b>
Solar Generation - KUL <b>14,172,162 kWh</b>	Recycling Rate at KLIA Terminal 1 and Terminal 2 <b>4.4%</b>	
Solar Generation - MASB <b>4,950,174 kWh</b>	Wildlife Strikes <b>155 cases</b>	
Reduction of Water Consumption Intensity (litre/Passengers) <b>75.9%</b>	Noise at KLIA Terminal 1 and Terminal 2 <b>Within noise limit (55-75 dba)</b>	


Reduction of Oil Spillage Cases at KUL & MASB  
**106 cases**



Lost Time Injury Frequency (LTIF) rate <b>0.18</b>	Average total hours of training per employee <b>35 hours</b>	Total community investment <b>RM 1.1 million</b>
Fatalities <b>0 cases</b>	Total procurement from local suppliers <b>RM 616.8 million</b>	Employees covered by collective bargaining agreements <b>84%</b>
Learning and Development Investment <b>RM 2.3 million</b>	Women in senior management role <b>22.5%</b>	



<b>Zero</b> breaches to the Procurement Code of Ethics	<b>54.5%</b> female representation on the Board Directors
<b>85%</b> OACP action plan completion	<b>100%</b> operations effectively assessed and managed for corruption risks
<b>100%</b> completion on Sustainability training programme for all employees	



## SUSTAINABILITY REVIEW

### ENVIRONMENTAL

Manage and reduce the impact on the environment from business activities

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Malaysia Airports understands that the world's resources are finite, and the consumption of these resources have an impact on the environment.

Therefore, our Sustainability Policy reiterates the need for prudence in managing these resources. In addition to striving for greater resource efficiency, we engage stakeholders in this effort and focus on key initiatives to protect the environment. In 2022, we made progress on several fronts, in particular energy conservation, clean energy and mitigating the impact of climate change on our operations.



## SUSTAINABILITY REVIEW

**IMPROVING ENERGY EFFICIENCY**

Group-wide energy usage increased in 2022 compared to the previous year due to the increased business activity across all airports. However, the increase in energy usage was less than the increase in passenger traffic, which is testament to the efforts made to conserve energy usage through process and workflow improvements.

In 2022, passenger volume for airports in Malaysia grew by 391% YoY. However, energy usage only expanded from 350.4 MWh in 2021 to 423.1 MWh in 2022, an increase of 20% YoY. Energy intensity per passenger for airports in Malaysia fell by 74% YoY due to energy efficiency as well as a larger passenger base. For SAW, energy usage expanded by 4% YoY while passenger volume grew by 23% over the same period. Electricity intensity per passenger also reduced by 16% YoY.

In a joint venture with TNB Engineering Corporation Sdn Bhd, the district cooling plant at KUL was upgraded to improve efficiency and run fully on electricity. The modernised plant is still ongoing and expected to be completed by Q3 2023. It has seen the Group's cooling costs, namely chilled water cost, reduce by 38% YoY, with chilled water cost reducing by RM36.3 million to RM59.8 million in 2022 from RM96.1 million in 2021. At SAW, annual cost savings from the use of LED light bulbs has increased by amounting to 58,589 TL for 2022, partly caused by rising energy prices in Türkiye.

**ENERGY MONITORING AND CONTROL APPROACH IN KUL**

Both KLIA Terminal 1 and Terminal 2 buildings are equipped with a building management system (BMS) to monitor and optimise the utilisation of common facilities via enhanced operation control logic for lighting, air-conditioning system, lifts and travelators at active movement areas within the terminals. Without compromising the comfort of travellers, the facilities in non-active areas are put on hibernation mode with minimal energy consumption.

The control for the lighting system utilises photocell sensors and timers which are integrated with the BMS system. The BMS also controls and optimises the room temperature to be maintained at the desired temperature by measuring carbon dioxide levels from the sensors, which regulate the Air Handling Unit valve and natural air valve.

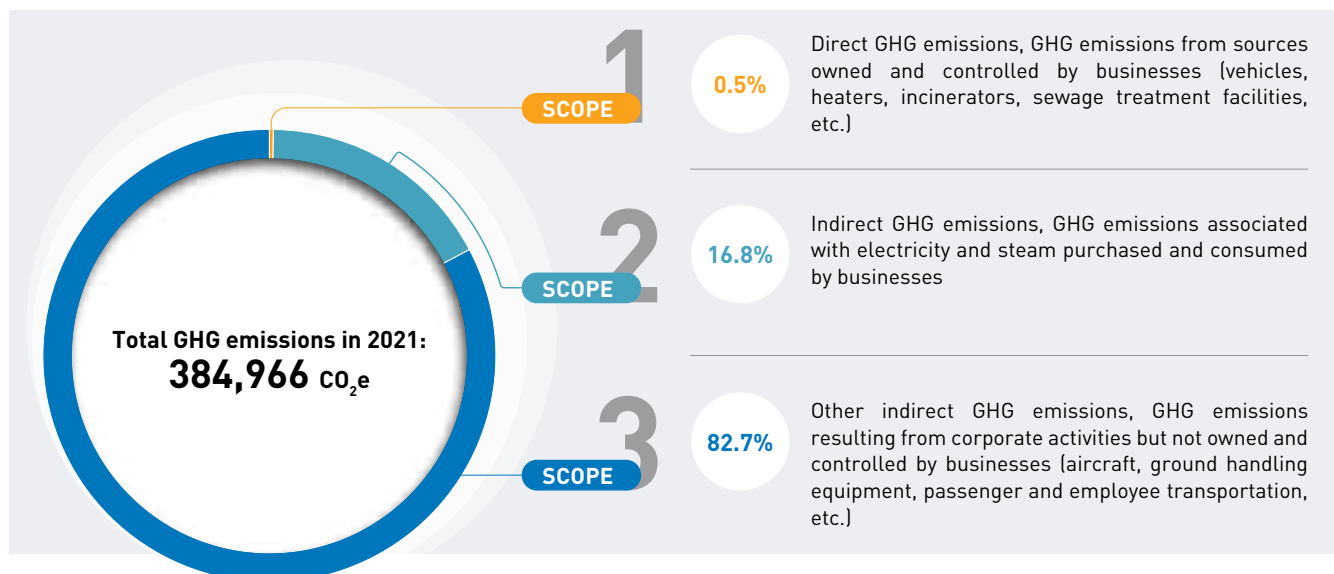
In addition, Malaysia Airports had previously invested RM4.0 million in 2020 to upgrade the conventional electricity meter at KUL to a smart meter system, namely Advance Metering Infrastructure (AMI), which is an integrated system of energy smart meters and communications networks that enables two-way communication between utilities (including automated real time billing) and customers. The AMI system provides active energy consumption monitoring for both internal and tenants' facilities via a remote cloud based system.

**CARBON EMISSIONS**

The Airports Council International has renewed Malaysia Airports' Level 3 certification under its Airport Carbon Accreditation programme. The renewal follows an independent assessment by ACI under its carbon management certification standard for airports globally. Malaysia Airports has participated in the Airport Carbon Accreditation programme since 2016 in its efforts to transition towards a sustainable, low-carbon future.

A total of 384,966 tonnes of CO<sub>2</sub>e of GHG emissions was recorded in FY2021, with Scope 1 and 2 amounting to 0.5% and 16.8% respectively. Scope 3 emissions form the largest proportion of our footprint at 82.7%.

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### Emissions - KUL

Scope	Emissions (tonnes)		
	2018	2019	2021
Scope 1	2,303	2,366	1,857.3
Scope 2	111,532	116,250	64,621.8
Scope 3	1,264,196	1,198,953	318,487.0
<b>Total Emission</b>	<b>1,378,031</b>	<b>1,317,569</b>	<b>384,966</b>

Through the Carbon Management Plan 2021-2030 verified by the Airport Carbon Accreditation programme and efforts have been taken to reduce the carbon emission for KUL, Malaysia Airports has established a new target setting for absolute carbon reduction. In principle, Malaysia Airports has pledged a net zero carbon target by 2050 which is in line with the 12<sup>th</sup> Malaysia Plan, the Paris Agreement targets and Airports Council International.

Malaysia Airports is in the midst of developing the plan towards net zero carbon via the Environmental Masterplan 2.0 (2023-2030) which covers the Group's management of its impact on the environment. The Environmental Masterplan 2.0 approach will be adopted to effectively reduce our carbon emissions, with our priority to reduce Scope 1 and 2 emissions, since these are within Malaysia Airports' direct control and influence. Among the initiatives are:

- Establishment of asset replacement and upgrades to build more energy efficient systems;
- Actively increasing our share on renewable energy via Energy Performance Contracts; and
- Increasing employee communications and engagement to raise awareness of energy reduction measures. The Sustainability unit has developed 11 online modules for all employees in Malaysia Airports to understand the overall environmental issues, legislation, standards and climate change adaptation relating to airport activities. The online modules ran throughout FY2022. Furthermore, Engineering Energy & Environment Unit together with Corporate Quality Management Unit have embarked on the awareness sessions for MA (Sepang)'s Engineering employees as part of the introduction phase for the roll out of the ISO 50001:2011 Energy Management System full certification initiative.

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At SAW, the Group tracks environmental performance of carbon emissions using appropriate metrics, which include operational impact per number of passengers. With the commissioning of the domestic terminal building expansion, 2018 has been chosen as the base year for greenhouse gas emission calculations for applying the ISO 14064 standard.

Contribution rates to the total emission reduction target are calculated, which must be less than 1%. Reduced carbon emissions are achieved through LED transformations in the areas under our responsibility at the terminal which amounted to 8,541 tCO<sub>2</sub>e in 2022.

### INCREASED USE OF SOLAR ENERGY

In 2020, we began installing solar PV equipment at seven airports across Malaysia to increase usage of renewable energy. In 2022, we completed the works at another two of the airports, LGK and PEN with a total capacity of 3,989 kW<sub>peak</sub>. Together with the existing solar energy capabilities at KLIA Terminal 1 and KLIA Terminal 2, KUA and MKZ, the total solar energy generated was 19,122 MWh compared to 17,399 MWh in 2021, an increase of 9.9% YoY.

The use of solar energy reduces carbon emissions by 12,219,172.81 tCO<sub>2</sub>. The Group gained cost savings of RM1,460,002 from the use of solar energy in 2022, an increase of 35% YoY.

### ALTERNATIVE WATER SUPPLY AT KUL

The project to install an alternative water supply plant at KUL which was awarded in August 2021 is making good progress. The project will optimise water usage at KUL as potable water will be produced by recycling water from the airport's Southern Balancing Pond. The target completion date for the preparatory works is in 2024.



## SUSTAINABILITY REVIEW

### WATER HARVESTING AT KLIA TERMINAL 2

At KLIA Terminal 2, an ongoing rainwater harvesting system collects rain flow and condensation from air handling units and channels the water for toilet flushing and landscape watering.

		2020	2021	2022
<b>Rainwater harvested at KLIA Terminal 2</b>	Total rainwater harvested (cubic meters-m <sup>3</sup> )	52,695	41,993	<b>39,594</b>
	Total savings in value (RM)	120,145	95,744	<b>99,843</b>
	Total savings in consumption (megalitres)	52.7	42.0	<b>39.6</b>

The savings from rainwater harvested for 2022 amounts to RM99,842.87 due to the increase of the water tariff rate of RM2.86/m<sup>3</sup> starting August 2022.

### WASTE MANAGEMENT

For 2022, the recycling collection at KUL only recorded 4.4% of recycled waste, an indication that more recycling programmes will be required with all stakeholders. In 2023, MA (Sepang) will conduct an Audit Waste study to identify waste type generate and problem identification in the vicinity of the Waste generators. MA (Sepang) will run a Waste Management Workshop to identify the requirements from Stakeholders before implementing a waste management plan that targets to reduce waste to landfill.

At SAW, the airport has been certified as a participant in the zero waste management plan, a programme of the Ministry of Environment of Türkiye. The plan outlines strategies to collect recyclable wastes more effectively and increase the recycling of materials. SAW has complied with all regulations of the Ministry of Environment and works with the Pendik Municipality on waste recycling while a collaboration with the Gingko association is planned for the recycling of electronic waste. The income generated from this project will be given as a donation within the scope of SAW's social responsibility project.



## SUSTAINABILITY REVIEW

**MITIGATE IMPACT OF FLOODING**

The Group has improved its flood mitigation efforts following weather conditions at the end of 2021. For example at PEN, to mitigate the impact of flash floods, a collection sump and pump system was constructed to divert accumulated rain water from roofs of buildings and the terminal's arrival kerbside to underground drainage facilities at the airport's new multi-storey car park.

In addition, a Group-wide Flood Relief Committee has been established to ensure business continuity of airport operations in the event of floods. New measures include preparations to set up temporary staff accommodation within or close to airport premises to house critical staff in the event of floods. For example, at KUL, the Malaysia Airports Training Centre has been identified as one of the buildings to be converted to temporary staff accommodation in the event of floods to ensure that operations at our main hub is not disrupted. This ensures that critical staff will be able to access the workplace in the event ground transportation to the airport is affected.

**NOISE**

Based on an Environmental Impact Assessment, the Department of Environment has set a Demarcation Area within the vicinity of KUL. Noise levels are measured at 20 points in the Demarcation Area to ensure compliance with the noise limits set by the Department of Environment.

In 2022, noise levels measured at 17 out of the 20 points for day time and 15 out of 20 points for night time complied with the Department of Environment's noise limits. All of the noise values at sampling points were in satisfactory condition. However, if any unexpected complaint comes from the public, it is advisable that MAHB can provide an educational talk to the public about the actual condition of the noise around the KUL area from this monitoring result.

**AIR QUALITY**

At KUL, we also measure our impact on air pollution with reference to four pollutant parameters that are components of Malaysia's Air Pollutant Index which is determined by the Department of Environment. These are Particulate Matter (PM), Sulphur Dioxide (SO<sub>2</sub>), Carbon Monoxide (CO) and Nitrogen Dioxide (NO<sub>2</sub>).

In each of the four pollutant parameters, Malaysia Airports meets the permitted limits set by the Department of Environment.



## SUSTAINABILITY REVIEW

### OIL SPILLAGE

Oil spillages on the airside tarmac are discussed at the quarterly Airside Safety Committee meetings which includes all aviation stakeholders operating at the airside. The main cause of oil spillage in 2022 were ageing ground handler vehicles such as the jumbo container and pallet loader.

In the case of oil spillage, our Aviation Security Department will withhold the Airside Vehicle Permit for the relevant vehicle until the repairs to the vehicle have been verified by both the ground handling company and a representative from our Mechanical Engineering unit. Cleaning of the oil spillage is done by the Airport Fire Rescue Services and charges are imposed on the company responsible for the vehicle as stipulated in the airport's conditions of use. The company responsible must also provide necessary equipment such as trays to catch excess oil to avoid further spillage onto the tarmac.

As a result of the measures taken by all aviation stakeholders at the airside, the number of oil spillages at MASB reduced to 13 cases in 2022, a sharp drop compared to 26 in 2021. This incident rate is in compliance with the Civil Aviation Authority of Malaysia approval limit.



## SUSTAINABILITY REVIEW

## WILDLIFE STRIKES

At AOR, following a bird profiling activity jointly conducted with the Department of Wildlife (PERHILITAN) and the Royal Malaysian Air Force, the airport implemented several new initiatives to reduce wildlife strikes in the airport vicinity. This includes placing compact discs at the landside area to reflect bright light that bothers the birds' vision so as to make them uncomfortable with the environment. We also placed dummy owls in specific areas where the identified bird species viewed owls as their natural predators. Duty officers patrol the landside and runway areas frequently to repel birds. The Air Traffic Control will be notified of the presence of birds so that they will be able to warn pilots to be more vigilant.

In addition, the issue of wildlife strikes is discussed regularly at the Airport Wildlife Hazard Management Plan quarterly meeting and the Runway Safety Team meeting. KUL and other airports also conduct regular maintenance as pre-emptive measures to lower wildlife strikes. This includes

maintaining the necessary grass level required at the airport, cutting bushes and trees that offer attractive nesting sites, removing food sources such as seed-bearing plants, pest control measures to reduce the insects that birds eat and the placement of spikes and repellents to deter the birds. A special aerodrome inspection is also conducted periodically to evaluate the effectiveness of these measures and to consider further measures.

Other airports within our network are also closely working with the local wildlife department in mitigating wildlife hazard management.

In 2022, 46 wildlife strikes were recorded under 300 feet within the inner boundary of KUL and 109 wildlife strikes at MASB airports. This incident rate complies with the Civil Aviation Authority of Malaysia approval limit.

## STANDARDS AND CERTIFICATION

## ICAO ANNEX 14 STANDARDS AND CAAM AERODROME CERTIFICATION

- Malaysia Airports (Sepang) Sdn. Bhd
- Malaysia Airports Sdn. Bhd.

## ISO 14001: 2015 ENVIRONMENTAL MANAGEMENT SYSTEMS

- Malaysia Airports (Sepang) Sdn. Bhd
- Malaysia Airports Sdn. Bhd.
- Urusan Teknologi Wawasan Sdn. Bhd.

## ISO 50001: 2018 ENERGY MANAGEMENT SYSTEMS

- Malaysia Airports Sdn. Bhd. (Site: BKL only)

## MS 2530:2013 MALAYSIAN SUSTAINABLE PALM OIL (MSPO)

- MAB Agriculture-Horticulture Sdn. Bhd (Site: Plantations at KUL and Sarawak regions only)

## ACI AIRPORT CARBON ACCREDITATION

- KUL – Level 3

## SUSTAINABILITY REVIEW

### SOCIAL

Human rights, diversity, employee safety and development, community enrichment programmes

The Group's social agenda takes into consideration the human impact of our operations. The main stakeholder group involved in this respect are employees and the communities in the areas where we operate.

We are committed to the welfare and development of our employees, who are amongst our biggest group of stakeholders. It is our policy to nurture the professional and personal growth of our people and ensure that all Malaysia Airports employees work in a healthy, safe, secure and efficient manner.

In addition, Malaysia Airports supports community engagement and builds strong relationships with the communities in the areas where we operate. We go beyond profit-making and develop programmes to meet the needs of local communities and strengthen the social well-being of our local communities. In particular, in times of economic uncertainty, we have stepped forward to lend a helping hand to those in need.

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## SUSTAINABILITY REVIEW

## HUMAN RIGHTS

We have included human rights considerations as part of our revised sustainability framework as we expand our assessment of the human impact of our operations. As our most immediate concerns are the protection of labour rights in line with applicable international best practice and national laws, we mapped applicable laws to international best practice and conducted a review of the Group's operations in Malaysia to assess compliance. A summary of the results is as follows:

## APPLICABLE ILO FUNDAMENTAL CONVENTIONS

- C029 - Forced Labour Convention, 1930 (No. 29)
- C095 - Protection of Wages Convention, 1949 (No. 95)
- C098 - Right to Organise and Collective Bargaining Convention, 1949 (No. 98)
- C100 - Equal Remuneration Convention, 1951 (No. 100)
- C119 - Guarding of Machinery Convention, 1963 (No. 119)
- C123 - Minimum Age (Underground Work) Convention, 1965 (No. 123)
- C131 - Minimum Wage Fixing Convention, 1970 (No. 131)
- C138 - Minimum Age Convention, 1973 (No. 138)
- C182 - Worst Forms of Child Labour Convention, 1999 (No. 182)
- C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)

## APPLICABLE MALAYSIAN EMPLOYMENT LAWS

- Employment Act 1955
- Sabah Labour Ordinance
- Sarawak Labour Ordinance
- Industrial Relations Act 1967
- Children and Young Persons (Employment) Act 1966
- Occupational Safety and Health Act 1994
- Factories and Machinery Act 1967
- Minimum Wages Order 2022

## KEY RESULTS

- Malaysia Airports complies with all acts and regulations that are under the purview of the Ministry of Human Resource of Malaysia.
- The Group's Code of Ethics & Conduct provides clear guidelines on permissible and non-permissible conduct in the business practices of Malaysia Airports. The Code is implemented to ensure that all employees and representatives comply with the same standards.
- In the Group's recruitment guidelines and practice, there is a clear prohibition on hiring any young persons as described under the Children and Young Persons (Employment) Act 1966.
- The Group's Company Safety and Health Policy prescribes policies and procedures for employees to ensure compliance with the Occupational Safety and Health Act 1994 and the Factories and Machinery Act 1967.
- The Group complies with the provisions of the Employment Act 1955. In addition, the Group complies with the minimum wage requirement of RM1,500 per month as prescribed in the Minimum Wages Order 2022.
- The Group also recognises the right of employees to collective bargaining under the Industrial Relations Act 1967. 84% of the Group's employees are covered by collective agreements with three trade unions - KESMA, KEPEMAB and KEPMAS.

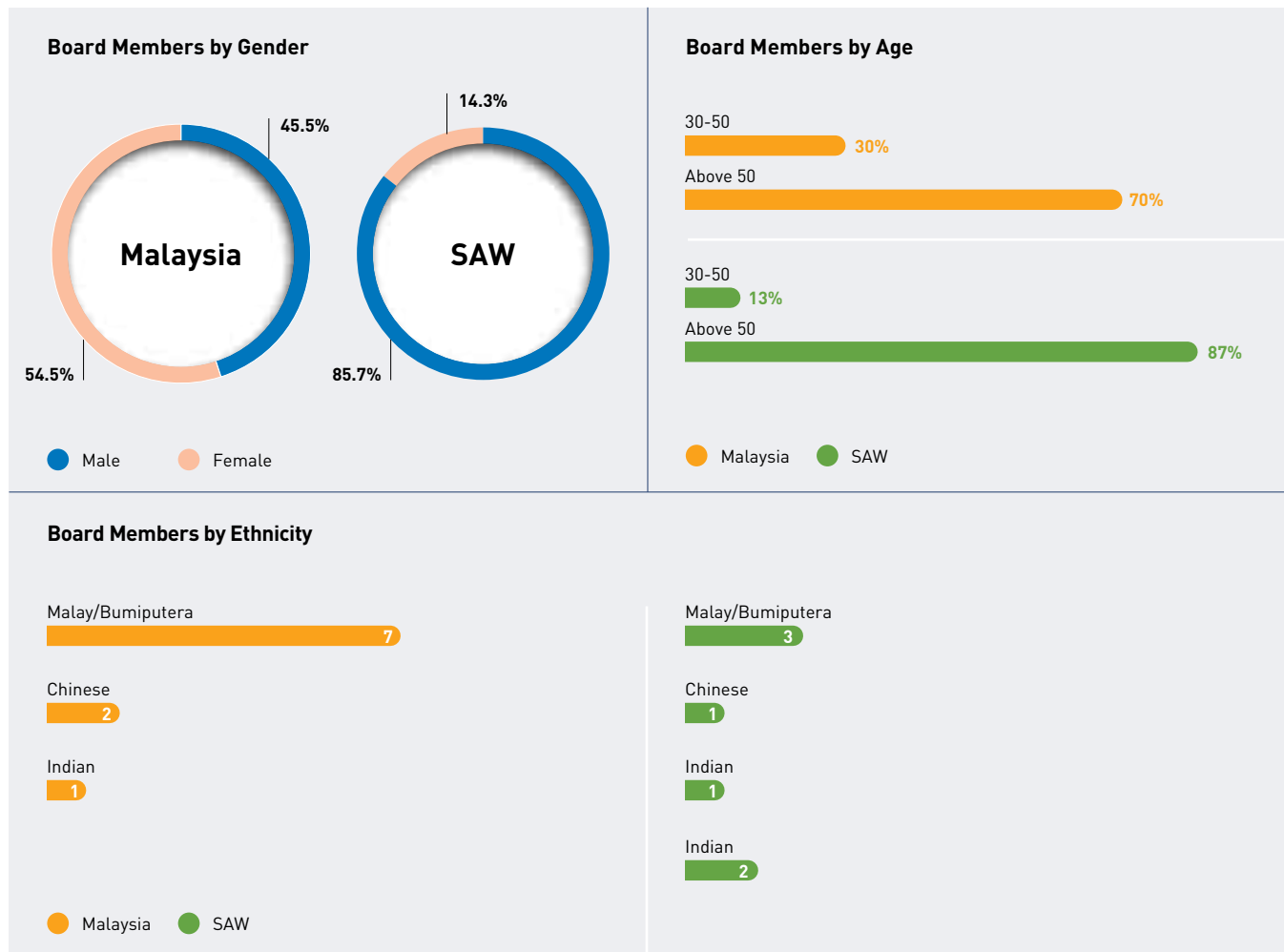
## SUSTAINABILITY REVIEW

### DIVERSITY

Diversity in our workforce, Management and the Board is characterised primarily by gender and age. We serve a diverse group of stakeholders, as such, it is important that we have a diverse workforce that can engage effectively with our stakeholders on a range of issues.

As an equal opportunity employer, we are committed to providing equal opportunity, without discriminating against gender, age, religion and physical disabilities.

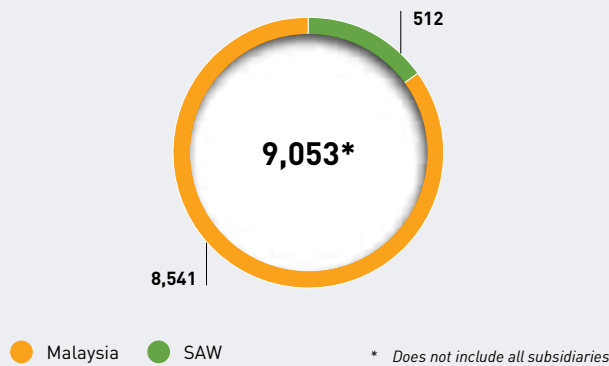
#### Board Diversity



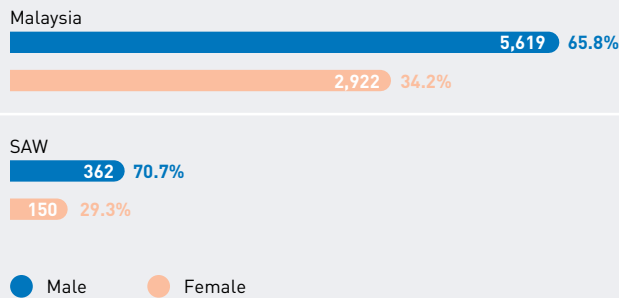
# SUSTAINABILITY REVIEW

## Employee Diversity

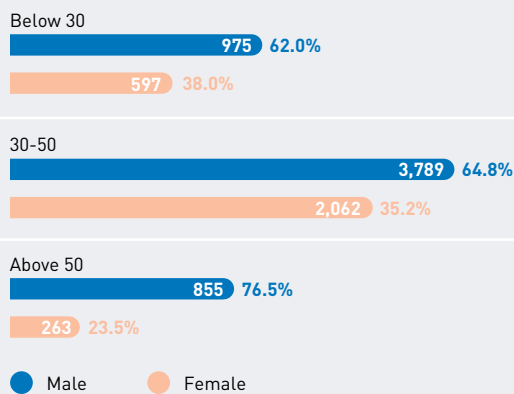
### Employees by Region



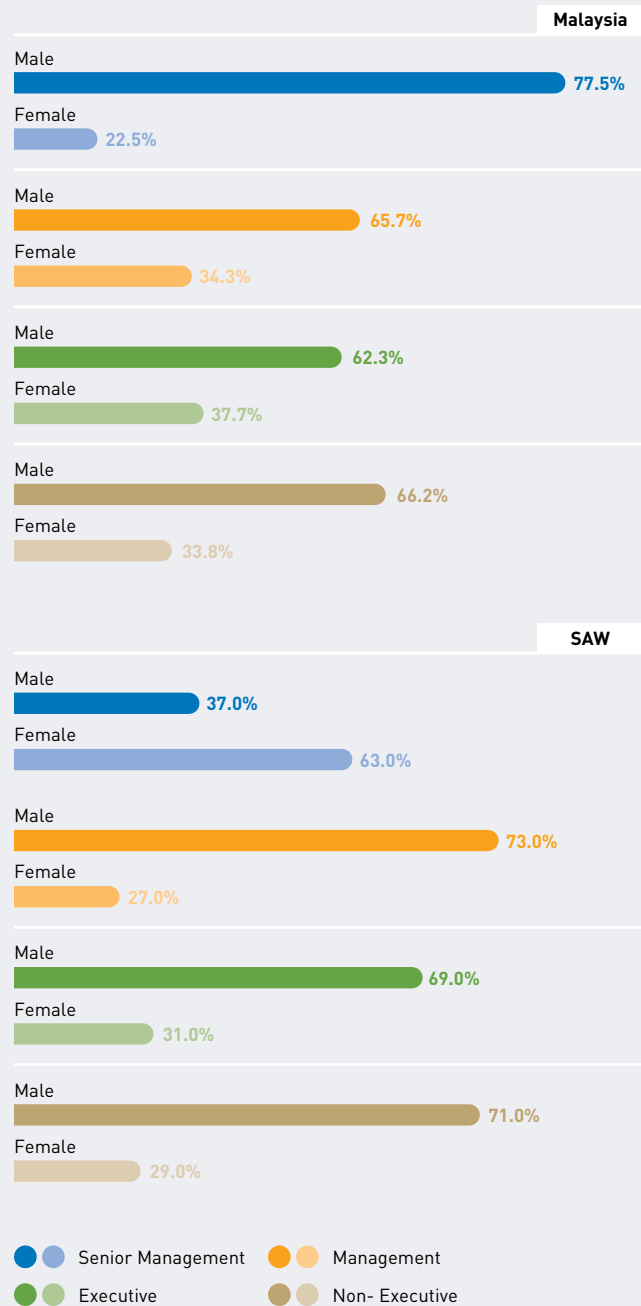
### Employees by Region and Gender



### Employees by Age Group



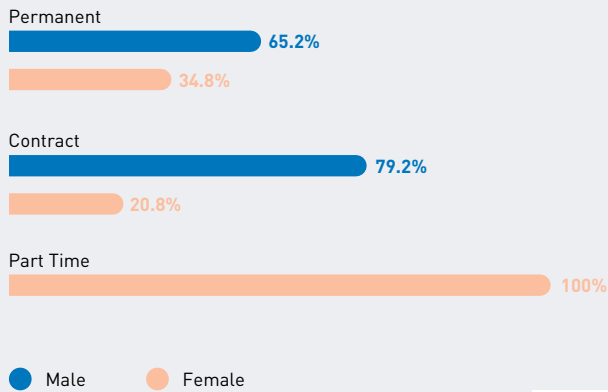
### Percentage of Employees per Employee Category by Gender



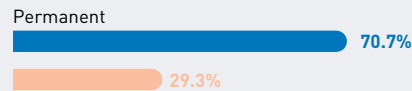
Malaysia

## SUSTAINABILITY REVIEW

### Employees by Employment Contract and Gender



Malaysia



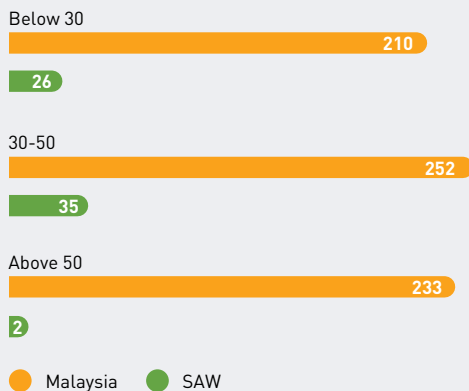
SAW

### EMPLOYEE TURNOVER

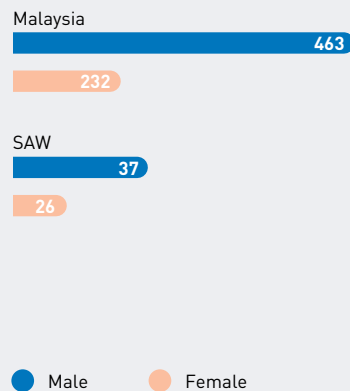
#### Zero retrenchments

Throughout the pandemic, Malaysia Airports held steadfast to our 'zero retrenchments' policy throughout 2022, focusing instead on retraining and reskilling our employees. As a result, the Group was ready to scale up its operations rapidly as air traffic grew, particularly after the reopening of Malaysian borders.

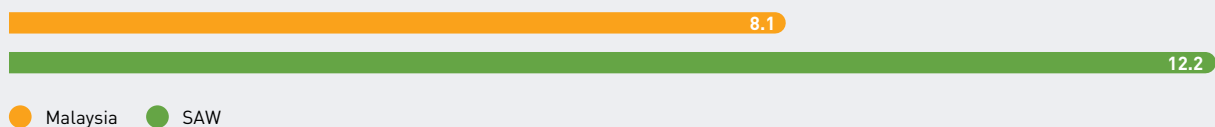
### Employee Turnover by Age Group



### Employee Turnover by Gender



### Employee Attrition Rate



## SUSTAINABILITY REVIEW

## LEARNING AND DEVELOPMENT

## Learning and development continues to be a priority

Employee learning and development is an important aspect of our social goals in line with the Group's policy to create an inspiring workplace for employees and nurture their professional and personal growth. In 2022, although training hours per employee for operations in Malaysia remained high at an average of 35 hours per employee, this was approximately 10% lower than 2021 as employees shifted their focus back to operations. At SAW, the average training hours per employee was 12.2 hours.

The focus of learning and development programmes are aligned with these strategies:

**Competencies Focus**

Develop, upskill and reskill employees in certain focus areas on basic competencies for their job functions through programmes conducted by internal trainers or external programmes. The focus areas are Project Management, Cybersecurity, Aerodrome Operations and Information Technology.

**Leadership Development Focus**

Leadership development for individual transition into new managerial positions which integrate people skills, business acumen and leadership based on COURAGE Leadership Competencies.

## Learning outcomes closely aligned to strategic priorities

A focus area in learning and development was the cultural transformation within the Group. To drive a mindset change among employees towards adopting an entrepreneurial mindset, the Group initiated Program Transformasi 2.0, which was conducted virtually in order to reach employees at all airports.

The programme complements the Group's strategic shift towards returning to profitability and laid the foundation for workflow transformation, one of the key enablers for the Group's strategy. The training aimed at nurturing entrepreneurial thinking that can be translated into executable ideas to save costs, generate new revenue streams and optimise operational efficiencies.

The programme also reinforces Malaysia Airports' core values and ignites passion and pride among employees in their work with the aim to strengthen employee engagement. A total of 30 sessions were conducted involving 7,640 employees.



## SUSTAINABILITY REVIEW

### Upgrading skills and capabilities

The upgrading of our employees' skills and capabilities is critical to support Malaysia Airports' acceleration in business activities post-pandemic. In this regard, the key learning and development programmes for the year covered leadership development, certification programmes in airport functions as well as our on-boarding programme for new employees.

#### Malaysia Airports Visionary and Effective Leadership program (MARVEL)

MARVEL is a leadership program for Malaysia Airports' Line Managers which kicked off in March 2022 with three cohorts covering 17 Managers, 22 Senior Managers and 18 Executives and Senior Executives. It aims to enhance the participants' leadership skills for example business acumen, coaching skills as well as developing leadership fundamentals and a transformational leadership mindset.

#### AVSEC Screener Certification

This training programme certifies Aviation Security (AVSEC) employees as qualified persons to handle screener machines as required by the Civil Aviation Authority of Malaysia. In 2022, 1,867 AVSEC employees received their certification.

#### IT Certification

This programme upskill employees of our IT Department (ITD) through a professional certification programme to strengthen their digital development knowledge in line with ITD's structured development framework. A total of 80 employees received various IT certifications in 2022.

#### Project Management

This learning programme seeks to develop capable project managers via a structured development programme which upskill the employees and enhances their knowledge of fundamental project management. Successful candidates are awarded a professional certification, namely the Project Management Professional (PMP).

#### Degree in Accounting (Hon)

This collaboration programme with Universiti Teknologi Mara (UiTM) aims to enhance the knowledge and skills of Finance Division non-executive personnel. The programme which is sponsored by Malaysia Airports is a 5-year part-time degree programme which began in March 2021 targeted to be completed in 2026.

#### My Airport Operations (Basic Airports Operations)

This is part of the onboarding courses that all employees have to go through either in the classroom or on a virtual platform and provides fundamental knowledge for employees to understand the core business and operations of airports.

#### Pre-retirement Programme

This programme provides training for employees aged 50 and above as a preparation for their transition to retirement. They are trained on psychological changes, financial planning, redesigning and adjusting to the new life as retirees. A total of 40 employees received this training in 2022.

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**HEALTH AND SAFETY****Health remains top priority in the transition to endemicity**

Given the nature of airport operations, COVID-19 continued to be considered a work-related health hazard. Therefore, Malaysia Airports in collaboration with the Ministry of Health facilitated the establishment of COVID-19 vaccination centres at KUL and other airports to enable our employees to receive their vaccinations in a timely and convenient manner. As a result, at the end of 2022, 100% of Malaysia Airports employees eligible to be vaccinated have been fully vaccinated. In addition, 99% of such eligible employees in Malaysia employees have also received their first booster dose. For SAW operations 42% have received their first booster dose.

In addition, Malaysia Airports employees are also provided with information on back-to-work protocols to minimise the risk of COVID-19 infection and spread in the workplace.

They are also provided with personal protection equipment such as masks and sanitisers while at work. Employees who work in close proximity with others such as company drivers are provided test kits and encouraged to test themselves regularly.

A COVID-19 report is circulated regularly to employees through internal communications channels to ensure that a high level of awareness and alertness is maintained for the protection of all employees.

All employees are covered by the Group's healthcare plan and have access to panel doctors located at or near the workplace. This ensures that they are able to seek advice and treatment for any medical issues that may arise.

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### Occupational health and safety remain top priority

Six training modules on occupational safety and health were made available to employees covering among others, occupational hazards, safety protocols and incident prevention. It is compulsory for all employees to complete these modules.

A safety briefing is also conducted for all Malaysia Airports employees located at its headquarters. The purpose of the training is to remind all business units of the importance of full compliance with applicable international and national statutory and regulatory requirements and to keep the workplace free from hazards to prevent injury, ill health and ensure safety to all customers, vendors and public.

The Group's Occupational Health and Safety (OSH) Department also organises activities to get our employees involved and interested in health and safety. In 2022, these included:

#### **Safety and Health Day**

A day of activities dedicated to creating Safety and Health awareness among all employees and instil a Safety and Health culture.

#### **I'm Fit**

A fitness programme that encourages a Safety and Health culture through physical exercise and dietary recommendations for a healthy Body Mass Index (BMI) and improved health and wellbeing.

#### **Blood Donation drive**

A health-focused opportunity for employees at our headquarters to give back to the community

#### **Fire Safety Awareness**

This programme promotes fire awareness and understanding practical fire safety to employees as an important life skill. As the ability to recognise fire hazards, deal with emergency scenarios and act in a way that reduces danger and risk can save lives, fire safety training is an important investment that improves safety and preparedness in the workplace.

In addition, the Safety, Health and Environment (SHE) Committees across our operations met at a SHE Regional Meeting to enable all Malaysia Airports OSH practitioners to brainstorm together. At the meeting, the participants were updated on the OSH performance for the previous year and discussed plans for the current year. This was also an opportunity to consolidate the ideas from all OSH representatives from all airports and subsidiaries across the Group for solutions to OSH issues and improve OSH performance.

In terms of occupational accident indicators, there was an improvement in 2022 compared to 2021 despite the higher volume of work in 2022. The incident rate improved to 0.45 in 2022 from 0.54 in 2021. The frequency rate also improved from 0.22 in 2021 to 0.18 in 2022. However the severity rate rose from 1.55 in 2021 to 5.1 in 2022 due to serious injury sustained. The management has taken the appropriate action to mitigate the hazard and reduce serious injury.

We will continue to emphasise health and safety in the workplace in our commitment to ensure that our employees feel safe and secure while at work.

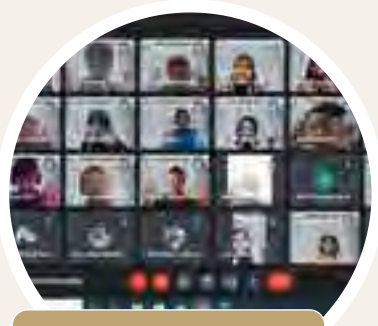
SUSTAINABILITY REVIEW

COMMUNITY ENRICHMENT



#MYAirportCARES helping students in need

#MyAirportCARES is the cornerstone of Malaysia Airports' community engagement programme and aims to assist those in need, in particular those in the B40. In 2022, three initiatives were rolled out to communities in the vicinity of our STOLports – LWY, PKG and SMM – to provide back-to-school kits to students benefiting over 2,700 students. The Group also collaborated with MyKasih Foundation to provide aid to 528 students in the B40 group which enables them to use credit loaded into their MyKasih student smartcard to purchase food and drinks at school canteens as well as school books and stationery at their school bookstore in the 2023 school year.



Highfliers launches its second cohort

In 2022, we launched the second cohort of one of our flagship community engagement programmes, Highfliers, which will run from 2022 to 2026. The cohort comprises 29 students from families of our employees whom we will nurture through their secondary school journey, with the aim to produce students who are influential, creative, curious, driven, knowledgeable, visionary, problem-solving, motivated, articulate, focused, and focused. In the course of the programme, Malaysia Airports will provide leadership and skills training, mentorship and financial assistance to the cohort.

The results of the pilot programme which ran from 2015 to 2022 were very encouraging. Over 90% of parents saw significant improvements in their children's communication, social, leadership, critical thinking and creative problem-solving skills.



#MYAirportCARES brings cheer to the community

A festive edition of the programme brought cheer to families in need in the vicinity of SZB with the provision of shopping vouchers for their Aidilfitri celebrations. In collaboration with Institut Jantung Negara (National Heart Institute), Malaysia Airports provided health and diet supplements to B40 patients.

## SUSTAINABILITY REVIEW



### Beyond Borders education aid

In 2022, Malaysia Airports collaborated with PINTAR Foundation to provide education materials such as reading books and reference books to students from the B40 community. This was an engagement with selected primary and secondary schools nationwide, focusing particularly on Year 6 primary school students and Form 5 secondary school students. A total of 20 schools have been selected, and 1,200 students have benefited from the initiative. Among the schools involved were from Malaysia Airports' previous school adoption programme.



### Management of STOLports

As part of nation building and inclusive development, Malaysia Airports manages 17 Short Take Off and Landing (STOL) ports in Malaysia. Located primarily in rural areas, the STOLports connect the rural communities to the rest of the nation and are key for the delivery of essential supplies like medicine, food and other basic necessities. STOLports also provide employment and economic opportunities for the rural communities and are important socio-economic contributors.

Malaysia Airports' management of the STOLports is a corporate responsibility initiative, and no passenger service charges are collected from guests. In 2022, Malaysia Airports recorded over 121,000 passenger movements in total at the STOLports, an increase of 51.3% over the previous year. The STOLports also handled 485,000 kg of cargo and mail.



### 3,603 volunteer hours for community initiatives

Airports across our network are encouraged to initiate their own community enrichment and environmental programmes in communities where we operate. In 2022, 70 programmes were completed with our airport employees' voluntary efforts including blood donation drives, food donations, community clean-up projects, providing students with learning tools and career talks for students. A total of 948 employees volunteered their time, chalking up 3,603 volunteer hours.

## SUSTAINABILITY REVIEW

## Award

Our community engagement efforts were recognised in 2022 with the award for the “Company of The Year (Aviation & Airport Management) for Excellence in CSR Initiatives” at the Sustainability & CSR Malaysia Awards 2022.

This achievement is testament to Malaysia Airports’ effort in transforming the nation’s socio-economic landscape through various corporate responsibility initiatives such as the Butterfly Effect programme, #MYAirportCARES Food Aid and Flood Aid throughout 2021, as well as many other programmes that put the community first.



## STANDARDS AND CERTIFICATION

Malaysia Airports has sought to certify its key businesses in accordance with applicable standards to enable leading industry best practices to be incorporated in its operations to enable it to provide services of a consistent high quality while advancing occupational health and safety considerations in business decision-making.

The ISO 9001: 2015 Quality Management Systems covers the Group headquarters, its entire network in Malaysia as well as its retail sale of duty free and non-dutiable goods and its agriculture arm. The ISO 14001:2018 Occupational Health & Safety Management Systems covers Malaysia Airports’ headquarters, its entire network of airports in Malaysia together with its facilities management business.

## ISO 9001: 2015 QUALITY MANAGEMENT SYSTEMS

- Malaysia Airports Holdings Berhad
- Malaysia Airports (Sepang) Sdn. Bhd.
- Malaysia Airports Sdn. Bhd.
- Malaysia Airports (Niaga) Sdn. Bhd.
- Urusan Teknologi Wawasan Sdn. Bhd
- MAB Agriculture-Horticulture Sdn. Bhd.

## ISO 45001:2018 OCCUPATIONAL HEALTH &amp; SAFETY MANAGEMENT SYSTEMS

- Malaysia Airports Holdings Berhad
- Malaysia Airports (Sepang) Sdn. Bhd.
- Malaysia Airports Sdn. Bhd.
- Urusan Teknologi Wawasan Sdn. Bhd.

## SUSTAINABILITY REVIEW



### GOVERNANCE

**Promote sound corporate governance practices, a culture of integrity, transparency throughout Malaysia Airports**

**G** Malaysia Airports is committed to promoting sound corporate governance practices and a culture of integrity as well as transparency throughout the Group.

Good corporate governance is of utmost importance in charting the Group's strategic direction and guides decision-making processes to enable the Group to deliver sustainable long-term value to stakeholders.

This Annual Report includes a Corporate Governance Overview Statement (pages 182 to 219) and a Statement on Risk Management and Internal Control (pages 220 to 225). In addition, highlights on the Group's progress with regards to its material matters - 'Integrity and Anti-Corruption' and 'Regulatory Compliance' are contained in the Material Matters section of this report (pages 52 and 54).

Therefore, this section of the Sustainability review focuses on the progress made in maintaining cybersecurity and ensuring supply chain integrity.

## SUSTAINABILITY REVIEW

**CYBERSECURITY STRENGTHENED**

Malaysia Airports continuously strengthens its cybersecurity capabilities to protect the security and privacy of stakeholders' business information and systems as airport operations are a national security matter. As increased digitalisation at Malaysia Airports for the convenience of our stakeholders comes with inherent risks related to cyber-related security threats, cybersecurity is crucial to ensure the data of stakeholders and the Group's own data and digitalised processes are always protected.

In 2022, the Group rolled out its Cybersecurity Executive Dashboard that assigns scores to cyber threat levels. With the scores in place, the cybersecurity team is able to improve its situational awareness, gain a better understanding of the actual security posture of the environment and prioritise required actions.

The Group's Cybersecurity Acceleration Programme is being reviewed to identify scopes/initiatives that would be able to safeguard the organisation from current cyber threats. The project will enable the Group to obtain consultancy, tools, platforms and resources for cybersecurity while providing value-added services to ensure cyber protection is continuously strengthened against evolving cyber-attacks and security threats.

In addition, enterprise risk assessments are conducted by all divisions and subsidiaries. The cybersecurity-related risk has been assessed at the corporate level for all systems managed by the Group's IT Division and identified risks will be rectified in ongoing mitigation projects.

**ARMED WITH KNOWLEDGE, OUR EMPLOYEES FORM A STRONG LINE OF DEFENCE**

To increase understanding of cybersecurity threats and improve the Cyber Security Maturity Index, regular training is conducted for all employees.

An online learning programme is conducted quarterly, and all employees must pass the exam quiz to prove their understanding of all topics they have learned. Cybersecurity posters are also produced quarterly to enhance employees' knowledge on protecting data confidentiality, preserving data integrity and promoting data availability for authorised users.

Malaysia Airports regularly updates applicable Standard Operating Procedures and General Procedures to include cybersecurity security elements for the development and testing team and other related parties. There are also knowledge sharing sessions with all relevant stakeholders on cybersecurity and IT governance.

**PROCUREMENT: LOCAL VENDORS PRIORITISED, SUSTAINABILITY, TRANSPARENCY AND EFFICIENCY ENHANCED**

Malaysia Airports' policy is to support local vendors in its procurement of goods and services. In 2022, a total of RM649.1 million was spent on procurement from 1,069 vendors. Out of those, 1,035 or 97% are local entities, covering a total spend of RM 616.8 million. The Group's procurement policies also express a preference for local vendors for Sabah and Sarawak to encourage local vendor participation and to boost the local economy.

Sustainability questionnaires are included in tender documents to evaluate and gauge a vendor's level of sustainability awareness. A sustainability conscious/friendly database of vendors is also being created as reference for future vendor selection.

To enhance transparency and efficiency, procurement processes at airports other than KUL began leveraging on technology for procurement through eTender, eBidding and eRFQ for faster turnaround and cost savings. The ePlatform for procurement was introduced for KUL in 2021.



## SUSTAINABILITY REVIEW

### UPHOLDING INTEGRITY IN OUR SUPPLY CHAIN

In 2022, there were no breaches of the Group's Procurement Code of Ethics. At Malaysia Airports, we strictly enforce the rules and best practices contained in our policies and procedures to uphold integrity in the supply chain. These include:

#### Gift Policy

Malaysia Airports is committed to conducting business with the highest standard of integrity and good governance. In accordance with Malaysia Airports' Code of Ethics and Conduct, employees must not solicit or receive any gifts from current or potential vendors, agents and business partners, either directly or indirectly which may influence the employee's judgement in a decision-making process or put the employees in a position of conflict.

#### Fraud Policy

The Group is committed to the highest standard of moral and ethical behaviour by its employees, management team, and other stakeholders of the organisation. We view cases of fraud seriously and maintain a zero-tolerance attitude towards fraud. In particular, the Fraud Policy prohibits dishonest and fraudulent activity, and establishes procedures for reporting fraudulent activities to the Management. The policy applies to any fraud, or suspected fraud, involving employees as well as consultants, vendors, contractors, external agencies doing business with the Group's employees, and any other parties with a business relationship with the Group.

#### Whistleblowing Policy

This policy provides a structured reporting channel and guidance to the employees and external parties to raise their concerns about any possible improprieties within the Group.

#### Procurement Manual

The procedures contained in the manual ensures that Malaysia Airports' procurement is always obtained at best value and awarded only to the vendors, contractors, suppliers or service providers who offer the best contract package in terms of cost, service level and quality.

#### Corporate Integrity Pledge

Malaysia Airports has from the beginning implemented various policies and guidelines on corporate governance and anti-corruption which aims to eliminate corruption amongst our employees, clients and vendors such as the Code of Ethics and Conduct, Whistleblowing Policy, Asset Declaration, Gift Policy and Vendor Integrity Pact.

#### Vendor Code of Ethics

This Code of Ethics outlines Malaysia Airports' baseline expectations for vendors to respect and adhere to when conducting business with or on behalf of Malaysia Airports. Vendors must comply with all applicable laws and regulations, the requirements set out in the Code of Ethics and their contractual obligations to Malaysia Airports.

## SUSTAINABILITY REVIEW

**Anti-Bribery and Corruption Policy Statement**

Malaysia Airports and its entire group of companies are committed to ensure zero-tolerance against all forms of corruption.

**Anti-Bribery Management System**

The Group has established the ISO 37001:2016 Anti-Bribery Management System to strengthen the integrity of our procurement process.

**STANDARDS AND CERTIFICATION**

Under the Governance umbrella, Malaysia Airports has sought to certify its key businesses in accordance with applicable standards to enable leading industry best practices to be incorporated in its operations for Anti-Bribery and IT security.

The ISO 37001: 2016 Anti-Bribery Management Systems covers the Group headquarters and its operations at KUL. There is a plan being implemented to roll out the standards to other subsidiaries. The ISO/IEC 27001: 2013 Information Security Management Systems covers selected businesses and sites as shown in the table below.

**ISO 37001: 2016 ANTI-BRIBERY MANAGEMENT SYSTEMS**

- Malaysia Airports Holdings Berhad
- Malaysia Airports (Sepang) Sdn. Bhd.

**ISO/IEC 27001: 2013 INFORMATION SECURITY MANAGEMENT SYSTEMS**

- Malaysia Airports Holdings Berhad (Site: Human Capital Division, Procurement & Contract Division and IT Division only)
- Malaysia Airports Sdn. Bhd (Site: LGK and PEN only)
- Malaysia Airports (Sepang) Sdn. Bhd.

## SUSTAINABILITY INDICATORS

### AIRPORT CAPACITY

GRI Standard	Indicators	Unit of Measurement	2020			2021			2022		
			Design Capacity	Current Capacity	%	Design Capacity	Current Capacity	%	Design Capacity	Current Capacity	%
GRI 3: Material Topics 2021	KLIA Terminal 1	mppa	30,000,000	6,021,154	20.1%	30,000,000	2,153,345	7.2%	30,000,000	9,083,746	30.3%
	KLIA Terminal 2	mppa	45,000,000	7,135,209	15.9%	45,000,000	1,858,491	4.1%	45,000,000	5,190,579	11.5%
	PEN	mppa	6,500,000	1,826,121	28.1%	6,500,000	543,519	8.4%	6,500,000	4,281,215	65.9%
	BKI	mppa	9,000,000	2,302,514	25.6%	9,000,000	1,123,673	12.5%	9,000,000	5,023,113	55.8%
	KCH	mppa	5,000,000	1,780,417	35.6%	5,000,000	840,425	16.8%	5,000,000	4,340,393	86.8%
	LGK	mppa	4,000,000	967,512	24.2%	4,000,000	762,142	19.1%	4,000,000	2,242,006	56.1%
	SZB	mppa	1,500,000	949,934	63.3%	1,500,000	577,984	38.5%	1,500,000	1,548,148	103.2%
	KBR	mppa	1,500,000	711,480	47.4%	1,500,000	501,930	33.5%	1,500,000	1,384,903	92.3%
	MYY	mppa	2,000,000	876,402	43.8%	2,000,000	509,367	25.5%	2,000,000	1,776,182	88.8%
	SBW	mppa	1,800,000	571,041	31.7%	1,800,000	243,350	13.5%	1,800,000	1,234,911	68.6%
	AOR	mppa	1,500,000	275,824	18.4%	1,500,000	165,678	11.0%	1,500,000	526,802	35.1%
	KUA	mppa	500,000	71,877	14.4%	500,000	21,251	4.3%	500,000	103,961	20.8%
	TGG	mppa	1,500,000	302,280	20.2%	1,500,000	165,649	11.0%	1,500,000	611,724	40.8%
	LBU	mppa	2,200,000	270,959	12.3%	2,200,000	150,178	6.8%	2,200,000	455,253	20.7%
	SDK	mppa	1,400,000	362,692	25.9%	1,400,000	245,244	17.5%	1,400,000	793,581	56.7%
	TWU	mppa	1,500,000	572,365	38.2%	1,500,000	415,977	27.7%	1,500,000	1,377,797	91.9%
	BTU	mppa	1,000,000	370,437	37.0%	1,000,000	166,236	16.6%	1,000,000	726,408	72.6%
	IPH	mppa	500,000	100,585	20.1%	500,000	35,145	7.0%	500,000	334,165	66.8%
	LMN	mppa	75,000	73,230	97.6%	75,000	85,562	114.1%	75,000	149,960	199.9%
MKZ	mppa	500,000	29,424	5.9%	500,000	0	0.0%	500,000	18,821	3.8%	
LDU	mppa	100,000	59,739	59.7%	100,000	49,422	49.4%	100,000	121,237	121.2%	
MZV	mppa	50,000	17,917	35.8%	50,000	11,600	23.2%	50,000	62,505	125.0%	

SUSTAINABILITY INDICATORS

MALAYSIA AIRPORTS HOLDINGS BERHAD						
GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>ENVIRONMENTAL</b>						
<b>ENERGY EFFICIENCY</b>						
GRI 302: Energy 2016	GRI 302-1 Energy consumption within the organisation	<b>Fuel Consumption and Intensity</b>				
		Fuel	litres	365,521	261,267	201,560.32
		Fuel Intensity	litre/passenger	0.0142	0.024	0.004
		<b>Electricity Consumption</b>				
		Total Electricity Consumption	kWh	405,261,919	350,463,164	423,131,586
		Electricity Intensity	electricity/passenger	15.9	32.6	8.0
		<b>Solar Power Generated</b>				
		Solar Energy Production - KLIA Terminal 1	kWh	4,174,959	3,867,545	4,010,539
		Solar Energy Production - KLIA Terminal 2	kWh	12,774,262	12,129,041	10,161,623
	Solar Energy Production - MASB Airport	kWh	N/A	689,971.02	4,950,174.16	
	GRI 302-3 Energy intensity	<b>Energy Intensity</b>				
		Energy Consumption	million kWh	410.20	350.40	423.13
		Energy Intensity	kWh/passenger	15.9	32.6	8.0
		YoY change	%	211.76%	105.03%	-75.38%
<b>Breakdown in Energy Consumption</b>						
KUL		million kWh	308	267	323	
Other airports		million kWh	98.9	83.4	99.8	
<b>WATER MANAGEMENT</b>						
GRI 303: Water and Effluents 2018	GRI 303-5 Water consumption	<b>Water Consumption</b>				
		Total Water Consumption	million cubic metres	9.4	7.7	9.3
		Water Consumption Intensity	litre/passenger	366	718	177
		YoY change	%	249.1%	96.0%	-75.3
		<b>Rainwater Harvesting in KLIA Terminal 2</b>				
		Total rainwater harvested	m <sup>3</sup>	52,695	41,993	39,594
		Total savings in value	RM	120,144.60	95,744.04	99,842.87
Total savings in consumption	megalitres	52.7	42	39.6		

## SUSTAINABILITY INDICATORS

### MALAYSIA AIRPORTS HOLDINGS BERHAD

GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022	
<b>ENVIRONMENTAL</b>							
<b>EMISSIONS</b>							
GRI 305: Emissions 2016	GRI 305-1 Direct (Scope 1) GHG emissions	<b>Scope 1</b>					
		Diesel for vehicles (transport)	tCO <sub>2</sub> e	615	607	336	
		ULP vehicles (transport)	tCO <sub>2</sub> e	463	501	198	
		Diesel for generators (stationary)	tCO <sub>2</sub> e	3	19	36	
		Refrigerants leakage for air conditioning systems (R407-c)	tCO <sub>2</sub> e	71	90	98	
		Refrigerants leakage for air conditioning systems (R410-a)	tCO <sub>2</sub> e	19	43	45	
		Refrigerants leakage for air conditioning systems (R-22)	tCO <sub>2</sub> e	173	149	144	
		Refrigerant leakage for Pre-Conditioned Air (PCA) units at the aerobridges (R-22)	tCO <sub>2</sub> e	444	444	444	
		Sulphur hexafluoride leakage for GIS and circuit breakers	tCO <sub>2</sub> e	332	332	374	
		Fire extinguishers, CO2-filled	tCO <sub>2</sub> e	2	1	1	
	Fire Suppressant HFC-227ea	tCO <sub>2</sub> e	182	182	182		
	GRI 305-2 Energy indirect (Scope 2) GHG emissions	<b>Scope 2</b>					
		KLIA's purchased electricity for own use, i.e. Total purchased electricity less then tenants consumption (Location based)	tCO <sub>2</sub> e	111,532	116,250	64,622	
	GRI 305-3 Other indirect (Scope 3) GHG emissions	<b>Scope 3</b>					
		Staff Commuting	tCO <sub>2</sub> e	19,198	19,319	0	
		Fuel - Airside Vehicle (Ground Support Equipment) - Petrol	tCO <sub>2</sub> e	646	134	28	
		Fuel - Airside Vehicle (Ground Support Equipment) - Diesel	tCO <sub>2</sub> e	11,116	1,430	3,240	
		Aircraft LTO (Landing & Take Off)	tCO <sub>2</sub> e	558,762	566,659	147,250	
		Aircraft APU (Auxiliary Power Unit)	tCO <sub>2</sub> e	152,767	157,798	49,743	
Employee Flight Travelling		tCO <sub>2</sub> e	626	626	0		
Tenant Electricity Consumption		tCO <sub>2</sub> e	227,199	152,482	82,254		
Passenger Surface Access - Car		tCO <sub>2</sub> e	91,382	94,959	6,325		
Passenger Surface Access - Grab		tCO <sub>2</sub> e	51,703	53,727	3,579		
Passenger Surface Access - Taxi		tCO <sub>2</sub> e	38,611	40,122	2,673		
Passenger Surface Access - Bus		tCO <sub>2</sub> e	27,261	28,328	1,791		
Passenger Surface Access - ERL		tCO <sub>2</sub> e	41,821	43,458	2,936		
Passenger Surface Access - Motorbike	tCO <sub>2</sub> e	1,719	1,786	116			
Waste to Landfill	tCO <sub>2</sub> e	41,386	38,124	10,206			

SUSTAINABILITY INDICATORS

**MALAYSIA AIRPORTS HOLDINGS BERHAD**

GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020		2021		2022	
				Concentration	Sub-API	Concentration	Sub-API	Concentration	Sub-API
<b>ENVIRONMENTAL</b>									
<b>AIR QUALITY</b>									
GRI 305: Emissions 2016	GRI 305-7 Nitrogen oxides (NOx), Sulphur oxides (SOx), and other significant air emissions	<b>SAT A</b>							
		Particulate Matter	PM	69.44	46	N/A	N/A	41.67	28
		Sulphur Dioxide	SO2	0.0012	3	N/A	N/A	0.0003	0
		Carbon Monoxide	CO	0	0	N/A	N/A	0	0
		Nitrogen Dioxide	NO2	<0.0002	0	N/A	N/A	<0.0002	0
		<b>SECTOR 7 POINT</b>							
		Particulate Matter	PM	55.56	37	N/A	N/A	27.78	19
		Sulphur Dioxide	SO2	0.001	3	N/A	N/A	0.0003	0
		Carbon Monoxide	CO	0	0	N/A	N/A	0	0
		Nitrogen Dioxide	NO2	<0.0002	0	N/A	N/A	<0.0002	0

\* N/A: Temporarily put on hold due to COVID 19 pandemic, approval given by DOE

GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>ENVIRONMENTAL</b>						
<b>WASTE MANAGEMENT</b>						
GRI 306: Effluents and Waste 2016	GRI 306-3 Waste generated	Total Waste Sent to Landfill	million kg	4.8	2.7	6.11
		Recycled Waste	million kg	0.4	0.2	0.28
		Total Scheduled Waste Collected	tonnes	14.2	10.4	12.3
	GRI 306-4 Waste diverted from disposal	Recycling Rate	%	8.3	6.3	4.44%
		Waste Intensity	kg/pax	0.36	0.68	0.12
		Recycled Waste Intensity	kg/pax	0.036	0.046	0.005
		Total Scheduled waste	tonnes	14.2	10.4	12.3
<b>Indicators</b>		<b>Unit of Measurement</b>	<b>Compliance Limit</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>NOISE MONITORING*</b>						
N1 - KLIA Petronas Station	dBA	Daytime = 70		61	61	55
		Night-time = 65		65	58	55
N2 - Commercial Centre (KLIA)	dBA	Daytime = 70		60	51	56
		Night-time = 65		52	48	56
N3 - Surau Rancangan Tanah Belia Labu Lanjut	dBA	Daytime = 60		66	59	70
		Night-time = 55		67	57	70
N4 - Pekan Sg Pelek	dBA	Daytime = 70		59	58	57
		Night-time = 65		43	55	57
N5 - Stesen Kuarantin Haiwan Sepang	dBA	Daytime = 70		63	50	56
		Night-time = 75		50	46	56
N6 - Runway 2 -14R	dBA	Daytime = 75		63	66	58
		Night-time = 75		59	65	58
N7 - Runway 2 - 32L	dBA	Daytime = 75		71	70	70
		Night-time = 75		68	70	70

## SUSTAINABILITY INDICATORS

### MALAYSIA AIRPORTS HOLDINGS BERHAD

Indicators		Unit of Measurement	Compliance Limit	2020	2021	2022	
<b>NOISE MONITORING*</b>							
N8 - Bandar Sri Ehsan	dBA	Daytime = 65		51	53	53	
		Night-time = 60		45	50	53	
N9 - Q1 Masjid Ar Rahimah, Q2 - Q4 Saujana KLIA	dBA	Daytime = 60/65		60	51	63	
		Night-time = 55/60		60	52	63	
N10 - KLIA Sewage Treatment Plant	dBA	Daytime = 75		65	67	68	
		Night-time = 75		65	67	68	
N11 - AFRS Station	dBA	Daytime = 75		54	54	67	
		Night-time = 75		59	50	67	
N12 - Taman Bunga Raya	dBA	Daytime = 65		61	59	67	
		Night-time = 60		57	52	67	
N13 - Masjid Quarters KLIA	dBA	Daytime = 60		69	55	52	
		Night-time = 55		53	50	52	
N14 - Taman Langat Murni	dBA	Daytime = 65		59	62	49	
		Night-time = 60		52	55	49	
N15 - Kampung Chinchang	dBA	Daytime = 60		50	53	51	
		Night-time = 55		49	49	51	
N16 - Sek Keb Kota Warisan	dBA	Daytime = 60		51	53	57	
		Night-time = 55		51	51	57	
N17 - Homestay Banghunis	dBA	Daytime = 65		57	49	55	
		Night-time = 60		50	48	55	
N18 - Masjid Sepang	dBA	Daytime = 60		58	63	58	
		Night-time = 55		58	56	58	
N19 - Tanjung Mas Batu	dBA	Daytime = 65		54	65	57	
		Night-time = 60		54	54	57	
N20 - Runway 3	dBA	Daytime = 75		59	67	67	
		Night-time = 75		60	53	67	
GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022	
<b>ENVIRONMENTAL</b>							
<b>LAND AND WATER CONTAMINATION</b>							
		Oil Spillage Cases at KUL	Number of Cases	N/A	57	58	93
		Oil Spillage Cases at MASB	Number of Cases	N/A	9	26	13
<b>WILDLIFE STRIKES</b>							
		Wildlife Strikes under 300 feet within inner boundary at KUL	Number of Birdstrikes	N/A	54	45	46
		Wildlife Strikes under 300 feet within inner boundary at MASB	Number of Birdstrikes	N/A	79	60	109

SUSTAINABILITY INDICATORS

MALAYSIA AIRPORTS HOLDINGS BERHAD						
GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>SOCIAL</b>						
<b>BOARD DIVERSITY</b>						
GRI 2: General Disclosures 2021	GRI 2-7 Employees	<b>Gender</b>				
		Male	Percentage	66.7%	54.5%	45.5%
		Female	Percentage	33.3%	45.5%	54.5%
		<b>Age</b>				
		Below 30	Percentage	N/A	0	0
		31-50	Percentage	16.7%	9.1%	27.3%
		Above 50	Percentage	83.3%	90.9%	72.7%
		<b>Disabilities</b>				
		Male	Percentage	0	0	0
		Female	Percentage	0	0	0
		<b>Ethnicity</b>				
		Malay/Bumiputera	Number	9	8	8
		Chinese	Number	2	2	2
		Indian	Number	1	1	1
Others	Number	0	0	0		
<b>EMPLOYEE DIVERSITY</b>						
GRI 2: General Disclosures 2021	GRI 2-7 Employees	<b>Employee Counts</b>				
		Total Employees	Number	9,221	8,764	8,541
		<b>Employee by Gender</b>				
		Male	Number	6,033	5,706	5,619
		Female	Number	3,188	3,058	2,922
		<b>Employee by Gender and Age Group</b>				
		Below 30 - Male	Percentage	N/A	58.9	62.0
		Below 30 - Female	Percentage	N/A	41.1	38.0
		30-50 - Male	Percentage	N/A	64.7	64.8
		30-50 - Female	Percentage	N/A	35.3	35.2
		Above 50 - Male	Percentage	N/A	76.8	76.5
		Above 50 - Female	Percentage	N/A	23.2	23.5
		<b>Employee by Gender and Management Category</b>				
		Senior Management - Male	Percentage	N/A	77.8	77.5
		Senior Management - Female	Percentage	N/A	22.2	22.5
		Management - Male	Percentage	N/A	65.2	65.7
		Management - Female	Percentage	N/A	34.8	34.3
		Executive - Male	Percentage	N/A	62.0	62.3
		Executive - Female	Percentage	N/A	38.0	37.7
		Non- Executive - Male	Percentage	N/A	65.5	66.2
Non- Executive - Female	Percentage	N/A	34.5	33.8		



## SUSTAINABILITY INDICATORS

### MALAYSIA AIRPORTS HOLDINGS BERHAD

GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022	
<b>SOCIAL</b>							
<b>EMPLOYEE DIVERSITY</b>							
GRI 2: General Disclosures 2021	GRI 2-7 Employees	<b>Employee by Employment Type</b>					
		Permanent - Male	Number	5,978	5,582	5,326	
		Permanent - Female	Number	3,167	3,037	2,843	
		Contract - Male	Number	55	124	293	
		Contract - Female	Number	21	21	77	
		Part Time - Male	Number	N/A	0	0	
		Part Time - Female	Number	N/A	0	2	
		<b>Disabilities</b>					
		Male	Percentage	66.7	77.8	80.0	
		Female	Percentage	33.3	22.2	20.0	
		<b>Ethnicity</b>					
		Malay/Bumiputera	Percentage	95.8	96.2	96.3	
		Chinese	Percentage	1.1	1	0.9	
Indian	Percentage	1.4	1.2	1.2			
Others	Percentage	1.7	1.6	1.6			
GRI 401: Employment 2016	GRI 401-3 Parental leave	<b>Employee on Parental Leave</b>					
		Male	Number	404	417	417	
		Female	Number	194	237	258	
		<b>Employee Returned to Work after Parental Leave</b>					
		Male	Number	404	417	406	
		Female	Number	194	235	245	
		<b>Employee Remained Employed 12 Months Later</b>					
		Male	Number	331	397	398	
		Female	Number	164	186	220	
		GRI 401-1 New employee hires and employee turnover	<b>Number of New Hires by Age Group</b>				
	Below 30		Number	N/A	64	277	
	30-50		Number	N/A	44	114	
	Above 50		Number	N/A	7	10	
	<b>Number of New Hires by Gender</b>						
	Male		Number	N/A	94	321	
	Female		Number	N/A	21	80	
	<b>Employee Turnover by Age Group</b>						
Below 30	Number		N/A	149	210		
30-50	Number		N/A	155	252		
Above 50	Number	N/A	272	233			
<b>Employee Turnover by Gender</b>							
Male	Number	N/A	426	463			
Female	Number	N/A	150	232			
<b>Employee Attrition Rate</b>			Rate	8.3	6.6	8.1	

SUSTAINABILITY INDICATORS

MALAYSIA AIRPORTS HOLDINGS BERHAD						
GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>SOCIAL</b>						
<b>EMPLOYEE DIVERSITY</b>						
GRI 405: Diversity and Equal Opportunity 2016	GRI 405-2 Ratio of basic salary and remuneration of women to men	<b>Women's to Men's Basic Salary Ratio</b>				
		Senior Management	Ratio	NA	1:1	1:1
		Management	Ratio	1:1	1:1	1:1
		Executive	Ratio	1:1	1:1	1:1
		Non-Executive	Ratio	1:1	1:1	1:1
<b>LEARNING AND DEVELOPMENT</b>						
GRI 404: Training and Education 2016	GRI 404-1 Average hours of training per year per employee	<b>Learning Hours</b>				
		Total Training Hours	Hours	126,032	358,390	297,545
		<b>Learning Hours by Gender</b>				
		Male	Hours	84,260	242,195	204,368
		Female	Hours	41,772	116,195	93,177
		<b>Average Training Hours Per Employee</b>	Hours	13	39	35
		<b>Average Training Hours by Employee Category</b>				
		Management	Hours	12.0	38.0	43.1
		Executive	Hours	17.0	44.0	41.2
		Non-Executive	Hours	13.0	38.0	33.9
	<b>Total Amount Invested in Employee Learning and Development</b>	RM' million	2.8	0.5	2.3	
	GRI 404-2 Programs for upgrading employee skills and transition assistance programs	Total leadership training hours	Hours	17	590	3,288
		Average leadership training hours	(man-days per employee)	1.2	1.6	56.7
GRI 404-3 Percentage of employees receiving regular performance and career development reviews	Regular performance review (employees)	Percentage	97	97	99.97	
<b>OCCUPATIONAL HEALTH AND SAFETY</b>						
GRI 403: Occupational Health and Safety 2018	GRI 403-5 Worker training on occupational health and safety	Total Worker training on occupational health and safety	Number	8,926	8,302	6,693
		<b>Employee</b>				
	GRI 403-9 Work-related injuries	Hours worked	Hours	24,812,736	23,247,744	22,434,048
		Fatalities	Cases	0	0	0
		High-consequence work-related injuries	Cases	7	5	4
		Lost-time injuries	Cases	7	5	4
		Recordable work-related injuries	Cases	28	12	21

## SUSTAINABILITY INDICATORS

### MALAYSIA AIRPORTS HOLDINGS BERHAD

GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>SOCIAL</b>						
<b>OCCUPATIONAL HEALTH AND SAFETY</b>						
GRI 403: Occupational Health and Safety 2018	GRI 403-10 Work-related ill health	<b>Non-Employees</b>				
		Hours worked	Hours	N/A	N/A	N/A
		Fatalities	Cases	0	0	0
		High-consequence work-related injuries	Cases	3	2	3
		Lost-time injuries	Cases	3	3	3
		Recordable work-related injuries	Cases	8	4	17
		<b>Employee</b>				
		Number of fatalities	Cases	0	0	0
		Recordable work-related ill health	Cases	0	0	0
		<b>Non-Employees</b>				
		Number of fatalities	Cases	0	0	0
		Recordable work-related ill health	Cases	0	0	0
		List the main type of work-related ill health	Cases	0	0	0
		<b>Occupational Accident Rate</b>				
		Incident	Rate	0.8	0.54	0.45
		Frequency	Rate	0.32	0.22	0.18
		Severity	Rate	6.41	1.55	5.13
<b>Occupational Disease Rate</b>						
Incident	Rate	0	0	0		
Frequency	Rate	0	0	0		
Severity	Rate	0	0	0		
<b>COLLECTIVE BARGAINING AGREEMENT</b>						
GRI 2: General Disclosures 2021	GRI 2-30 Collective bargaining agreements	Employees in collective bargaining agreements	Percentage	84	84	84
<b>COMMUNITY INVESTMENT</b>						
GRI 413: Local Communities 2016	GRI 413-1 Operations with local community engagement, impact assessments, and development programs	Total community investment	RM	744,184	1,279,816	1,120,479

SUSTAINABILITY INDICATORS

MALAYSIA AIRPORTS HOLDINGS BERHAD						
GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>GOVERNANCE</b>						
<b>PROCUREMENT PRACTICES</b>						
GRI 204: Procurement Practices 2016	GRI 204 -1 Proportion of spending on local suppliers	<b>Number of suppliers and total spent</b>				
		Total number of suppliers	Number	1,056	896	1,069
		Total spent on procurement	RM million	802.0	626.7	649.10
		<b>Proportion of spending on local suppliers</b>				
		Total number of local suppliers engaged	Number	1,035	879	1,035
		Percentage of local suppliers	%	98	98	97
		Total spent on local suppliers engaged	RM million	726.6	606.3	616.8
<b>INTEGRITY AND ANTI-CORRUPTION*</b>						
GRI 205: Anti-corruption 2016	GRI 205-2 Communication and training about anti-corruption policies and procedures	<b>Communication and training about anti-corruption policies and procedures</b>				
		Board Members	Hours	0	0	0
		Senior Management	Hours	32	33	33
		Management	Hours	376	348	366
		Executive	Hours	1,067	1,041	995
		Non-Executive	Hours	7,838	7,521	7,058
	Vendors and others	Hours	0	248	0	
	GRI 205-3 Confirmed incidents of corruption and actions taken	Total number of confirmed incidents of corruption	Number	0	0	0
		Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Number	8	14	3
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.		Number	0	0	0	
<b>DATA PRIVACY</b>						
GRI 418: Customer Privacy 2016	GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Number of reportable data security breaches	Number	N/A	0	0
		Number of breaches involving confidential information	Number	N/A	0	0
		Number of customers affected	Number	N/A	0	0

\* Excluding Sama-sama Hotel, ISG and MACS ME

## SUSTAINABILITY INDICATORS

### ISTANBUL SABIHA GÖKÇEN INTERNATIONAL AIRPORT

GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>ENVIRONMENTAL</b>						
<b>ENERGY EFFICIENCY</b>						
GRI 302: Energy 2016	GRI 302-1 Energy consumption within the organisation	<b>Fuel Consumption and Intensity</b>				
		Diesel	litres	5,826	25,720	7,943
		Natural gas	m <sup>3</sup>	7.5	7.1	3.833
		Total Fuel Consumption	million litres	7,500	7,100	3,800
		Fuel Intensity	litre/passenger	435.9	280.0	121.9
		<b>Electricity Consumption</b>				
		Total Electricity Consumption	kWh	39,320,349	48,463,751	50,202,040
		Electricity Intensity	electricity/passenger	2.3	1.9	1.6
	GRI 302-3 Energy intensity	<b>Energy Intensity</b>				
		Energy Consumption	million kWh	65.7	76.0	50.2
		Energy Intensity	kWh/passenger	3.8	3.0	1.6
		YoY change	%	72.3	-21.1	-46.7
		<b>Breakdown in Energy Consumption</b>				
		Electricity	million kWh	39.3	48.5	50,202
Heating		million kWh	18.8	23.7	19.9	
Cooling	million kWh	7.6	3.8	N/A		
<b>WATER MANAGEMENT</b>						
GRI 303: Water and Effluents 2018	GRI 303-5 Water consumption	Water Consumption	million cubic metres	0.22	0.25	0.33
		Water Consumption Intensity	litre/passenger	12.8	9.8	10.8
		YoY change	%	13.6	(23.4)	9.8
<b>WASTE MANAGEMENT</b>						
GRI 306: Effluents and Waste 2016	GRI 306-3 Significant spills	Total Waste Sent to Landfill	million kg	4.6	5.9	5.3
		Recycled Waste	million kg	2.3	2.9	4.1
		Total Scheduled Waste Collected	tonnes	48.7	54.7	19.3
		Recycling Rate	%	49.7	49.5	75.6
		Waste Intensity	kg/pax	0.27	0.24	0.17
		Recycled Waste Intensity	kg/pax	0.13	0.12	0.13

SUSTAINABILITY INDICATORS

ISTANBUL SABIHA GÖKÇEN INTERNATIONAL AIRPORT						
GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>SOCIAL</b>						
<b>BOARD DIVERSITY</b>						
GRI 405: Diversity and Equal Opportunity 2016	GRI 405-1 Diversity of governance bodies and employees	<b>Gender</b>				
		Male	Percentage	100	100	85.7
		Female	Percentage	N/A	N/A	14.3
		<b>Age</b>				
		Below 30	Percentage	N/A	N/A	0
		31-50	Percentage	N/A	14.0	14.3
		Above 50	Percentage	N/A	86.0	85.7
		<b>Disabilities</b>				
		Male	Percentage	0	0	0
		Female	Percentage	0	0	0
<b>EMPLOYEE DIVERSITY</b>						
GRI 2: General Disclosures 2021	GRI 2-7 Employees	<b>Employee Counts</b>				
		Total Employees	Number	541	517	512
		<b>Employee by Gender</b>				
		Male	Number	389	363	362
		Female	Number	152	154	150
		<b>Employee by Age Group</b>				
		Below 30	Percentage	31.6	28.6	25.8
		31-50	Percentage	65.8	68.1	69.7
		Above 50	Percentage	2.6	3.3	4.5
		<b>Employee by Gender and Management Category</b>				
		Senior Management - Male	Percentage	N/A	75	37
		Senior Management - Female	Percentage	N/A	25	63
		Management - Male	Percentage	N/A	83	73
		Management - Female	Percentage	N/A	17	27
		Executive - Male	Percentage	N/A	56	69
		Executive - Female	Percentage	N/A	44	31
		Non- Executive - Male	Percentage	N/A	74	71
		Non- Executive - Female	Percentage	N/A	26	29
<b>Employee by Employment Type</b>						
Permanent - Male	Percentage	71.0	70.2	70.1		
Permanent - Female	Percentage	29.0	29.8	29.9		
Contract - Male	Percentage	0	0	0		
Contract - Female	Percentage	0	0	0		

## SUSTAINABILITY INDICATORS

### ISTANBUL SABIHA GÖKÇEN INTERNATIONAL AIRPORT

GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022	
<b>SOCIAL</b>							
<b>EMPLOYEE DIVERSITY</b>							
GRI 401: Employment 2016	GRI 401-3 Parental leave	<b>Employee on Parental Leave</b>					
		Male	Number	11	11	26	
		Female	Number	10	18	9	
		<b>Employee Returned to Work after Parental Leave</b>					
		Male	Number	11	4	26	
		Female	Number	6	18	6	
		<b>Employee Remained Employed 12 Months Later</b>					
		Male	Number	27	4	26	
		Female	Number	4	18	6	
		GRI 401-1 New employee hires and employee turnover	<b>Number of New Hires by Age Group</b>				
			Below 30	Number	N/A	23	36
			30-50	Number	N/A	7	23
	Above 50		Number	N/A	0	0	
	<b>Number of New Hires by Gender</b>						
	Male		Number	N/A	12	34	
	Female		Number	N/A	18	25	
	<b>Employee Turnover by Age Group</b>						
	Below 30		Number	N/A	25	26	
	30-50		Number	N/A	30	35	
	Above 50	Number	N/A	4	2		
<b>Employee Turnover by Gender</b>							
Male	Number	N/A	39	37			
Female	Number	N/A	20	26			
<b>Employee Attrition Rate</b>							
			Rate	16.1	11.4	12.2	
GRI 405: Diversity and Equal Opportunity 2016	GRI 405-2 Ratio of basic salary and remuneration of women to men	Senior Management - Male	Percentage	N/A	N/A	N/A	
		Senior Management - Female	Percentage	N/A	N/A	N/A	
		Management - Male	Percentage	N/A	N/A	N/A	
		Management - Female	Percentage	N/A	N/A	N/A	
		Executive - Male	Percentage	N/A	N/A	N/A	
		Executive - Female	Percentage	N/A	N/A	N/A	
		Non- Executive - Male	Percentage	N/A	N/A	N/A	
		Non- Executive - Female	Percentage	N/A	N/A	N/A	

SUSTAINABILITY INDICATORS

ISTANBUL SABIHA GÖKÇEN INTERNATIONAL AIRPORT						
GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>SOCIAL</b>						
<b>LEARNING AND DEVELOPMENT</b>						
GRI 404: Training and Education 2016	GRI 404-1 Average hours of training per year per employee	<b>Learning Hours</b>				
		Total Training Hours	Hours	N/A	N/A	6,260
		<b>Learning Hours by Gender</b>				
		Male	Hours	N/A	N/A	4,642
		Female	Hours	N/A	N/A	1,618
		<b>Average Training Hours Per Employee</b>	Hours	1	1.46	12.2
		<b>Average Training Hours by Employee Category</b>				
		Management	Hours	N/A	N/A	6.11
		Executive	Hours	N/A	N/A	11.06
		Non-Executive	Hours	N/A	N/A	11.95
	<b>Total Amount Invested in Employee Learning and Development</b>		RM			
	GRI 404-2 Programs for upgrading employee skills and transition assistance programs	Total leadership training hours	Hours	N/A	N/A	N/A
		Average leadership training hours	(man-days per employee)	N/A	N/A	N/A
GRI 404-3 Percentage of employees receiving regular performance and career development reviews	Regular performance review (employees)	Number	N/A	N/A	N/A	
<b>OCCUPATIONAL HEALTH AND SAFETY</b>						
GRI 403: Occupational Health and Safety 2018	GRI 403-5 Worker training on occupational health and safety	Total Worker training on occupational health and safety	Number	N/A	N/A	432
		<b>Employee</b>				
	GRI 403-9 Work-related injuries	Hours worked	Hours	N/A	N/A	1,282,500
		Fatalities	Cases	N/A	N/A	7
		High-consequence work-related injuries	Cases	N/A	N/A	0
		Lost-time injuries	Cases	N/A	N/A	3
		Recordable work-related injuries	Cases	N/A	N/A	7
		<b>Non-Employees</b>				
		Hours worked	Hours	N/A	N/A	N/A
		Fatalities	Cases	N/A	N/A	N/A
	High-consequence work-related injuries	Cases	N/A	N/A	N/A	
	Lost-time injuries	Cases	N/A	N/A	N/A	
	Recordable work-related injuries	Cases	N/A	N/A	N/A	



## SUSTAINABILITY INDICATORS

### ISTANBUL SABIHA GÖKÇEN INTERNATIONAL AIRPORT

GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>SOCIAL</b>						
<b>OCCUPATIONAL HEALTH AND SAFETY</b>						
GRI 403: Occupational Health and Safety 2018	GRI 403-10 Work-related ill health	<b>Employee</b>				
		Number of fatalities	Cases	N/A	N/A	0
		Recordable work-related ill health	Cases	N/A	N/A	0
		<b>Occupational Accident Rate</b>				
		Incident	Rate	9	7	7
		Frequency	Rate	0.051	0.024	0.054
		Severity	Rate	2.44	2.41	2.72
		<b>Occupational Disease Rate</b>				
		Incident	Rate	N/A	N/A	0
		Frequency	Rate	N/A	N/A	0
Severity	Rate	N/A	N/A	0		
<b>COLLECTIVE BARGAINING AGREEMENT</b>						
GRI 2: General Disclosures 2021	GRI 2-30 Collective bargaining agreements	Employees in collective bargaining agreements	Percentage	0	0	0
<b>COMMUNITY INVESTMENT*</b>						
GRI 413: Local Communities 2016	GRI 413-1 Operations with local community engagement, impact assessments, and development programs	Total community investment	Turkish Lira	0	0	0

\* During these years, no social responsibility projects were carried out. Planning is underway for 2023.

## SUSTAINABILITY INDICATORS

ISTANBUL SABIHA GÖKÇEN INTERNATIONAL AIRPORT						
GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
<b>GOVERNANCE</b>						
<b>PROCUREMENT PRACTICES</b>						
GRI 204: Procurement Practices 2016	GRI 204 -1 Proportion of spending on local suppliers	<b>Number of suppliers and total spent</b>				
		Total number of suppliers	Number	517	555	445
		Total spent on procurement (Turkish Lira)	Turkish Lira	148009854	152574609	342778619
		<b>Proportion of spending on local suppliers</b>				
		Total number of local suppliers engaged	Number	501	455	434
		Percentage of local suppliers	%	97	81.98	97.53
		Total spent on local suppliers engaged (Turkish Lira)	Turkish Lira	121937508	151164491	333088187
<b>INTEGRITY AND ANTI-CORRUPTION</b>						
GRI 205: Anti-corruption 2016	GRI 205-2 Communication and training about anti-corruption policies and procedures	<b>Communication and training about anti-corruption policies and procedures</b>				
		Board Members	Hours	N/A	N/A	N/A
		Senior Management	Hours	N/A	N/A	N/A
		Management	Hours	N/A	N/A	N/A
		Executive	Hours	N/A	N/A	N/A
		Non-Executive	Hours	N/A	N/A	N/A
		Vendors and others	Hours	N/A	N/A	N/A
	GRI 205-3 Confirmed incidents of corruption and actions taken	<b>Total number of confirmed incidents of corruption</b>	Number	N/A	N/A	1
<b>DATA PRIVACY</b>						
GRI 418: Customer Privacy 2016	GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Number of reportable data security breaches	Number	0	0	0
		Number of breaches involving confidential information	Number	0	0	0
		Number of customers affected	Number	0	0	0

## GRI CONTENT INDEX

<b>GRI Standard</b>	Malaysia Airports Holdings Berhad has reported the information cited in this GRI content index for the period from 1 January 2022 to 31 December 2022 with reference to the GRI Standards and the Airport Operators Sector Disclosures.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

References to page numbers are to pages in this Annual Report unless preceded by 'FS' which denotes pages in the Financial Statements. The Annual Report and Financial Statements are part of Malaysia Airports' reports provided to shareholders for the year ended 31 December 2022.

GRI Standard	Disclosure	Page number
GRI 2: General Disclosures 202	2-1 Organisational details	12-14
	2-2 Entities included in the organization's sustainability reporting	15
	2-3 Reporting period, frequency and contact point	2, 148, 218
	2-4 Restatements of information	N/A
	2-5 External assurance	248
	2-6 Activities, value chain and other business relationships	55-59
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### Feedback

Malaysia Airports is committed to continuously improve our reporting and we value input from our stakeholders in making these enhancements. Should you have any queries or feedback on this report, please contact us through the following channels:

Email : CARE@malaysiaairports.com.my

Address : Malaysia Airports Holdings Berhad  
Malaysia Airports Corporate Office

Persiaran Korporat KLIA, 64000 KLIA Sepang, Selangor Darul Ehsan, Malaysia

## BOARD OF DIRECTORS' PROFILE

### TAN SRI DATUK ZAINUN ALI

Non-Independent  
Non-Executive Chairman



<b>Gender</b>	
<b>Age</b>	71
<b>Nationality</b>	

**Date of Present Appointment: 17 February 2023**

<b>Present Directorship(s)</b>
Listed Issuer:
<ul style="list-style-type: none"> <li>Malaysia Airports Holdings Berhad</li> <li>Allianz Malaysia Berhad</li> </ul>
Other Public Company:
<ul style="list-style-type: none"> <li>Permodalan Nasional Berhad</li> </ul>
<b>Membership of Board Committee(s)</b>
<ul style="list-style-type: none"> <li>None</li> </ul>

**Number of Board Meetings Attended during the Year Under Review**

Nil

**Academic/Professional Qualification(s)**

- Bachelor of Laws (LL.B) (Hons), University of Malaya
- Master of Law (LL.M), University of Cambridge, UK

**Present Appointment(s)**

- Deputy Chairman of Enforcement Agency Integrity Commission (EAIC)
- Pro-Chancellor of University of Malaya
- Member of the Advisory Tribunal, Islamic Development Bank of Jeddah
- Consultant at Zain & Co.

**Experience**

- Served in various positions in Legal and Judicial Service of Malaysia throughout her career since 1976
- Appointed as the Chief Registrar of the Federal Court of Malaysia in November 1994 and Judicial Commissioner of the High Court of Malaya, Kuala Lumpur in August 1996
- Served as High Court Judge in Shah Alam, Johor and Kuala Lumpur from 1998 to 2001
- Elevated to the Court of Appeal in 2006 and served until 2012
- Appointed as Federal Court Judge on 4 April 2012 and subsequently retired from the Malaysian Judiciary in October 2018
- Appointed as one of ten members of the United Nations Office on Drug and Crime Advisory Board of the Global Justice Integrity Network in April 2018 which is established to promote judicial integrity amongst Judges and stakeholders

**Declaration by Director:**

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- Save for a potential conflict of interest relating to an Industrial Court case between a former employee who is now her son-in-law as declared prior to her appointment as Chairman, there is no other conflict of interest between YBhg. Tan Sri Datuk Zainun Ali and Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers

## BOARD OF DIRECTORS' PROFILE

### DATO' ISKANDAR MIZAL MAHMOOD

Managing Director



**Gender** 

**Age** 57

**Nationality** 

**Date of Present Appointment:** 25 October 2021

**Number of Board Meetings Attended during the Year Under Review**  
14/14 **100%**

#### Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad

Other Public Company:

- None

#### Membership of Board Committee(s)

- None

#### Academic/Professional Qualification(s)

- Bachelor of Science in Business Administration (Accounting), Boston University, USA

#### Present Appointment(s)

- Board Member of K.L. Airport Hotel Sdn Bhd
- Board Member of Malaysia Airports Consultancy Services Sdn Bhd
- Board Member of Malaysia Airports Sdn Bhd
- Board Member of Malaysia Airports (Niaga) Sdn Bhd
- Board Member of Malaysia Airports (Sepang) Sdn Bhd
- Board Member of İstanbul Sabiha Gökçen Uluslararası Havalimanı Yatırım Yapım ve İşletme A.Ş.
- Board Member of SGC Havalimanı İşletmeleri Ticaret ve Turizm A.Ş.
- Board Member of Alibaba KLIA Aeropolis Sdn Bhd
- Board Member of GMR Hyderabad International Airport Limited
- Board Member of Airports Council International (ACI) Asia-Pacific

#### Experience

- Started career with Arthur Andersen & Co in 1989
- Served leading financial institutions including Bumiputra Merchant Bankers Berhad and Commerce International Merchant Bankers Berhad (now known as CIMB Group) from 1991 to 1999
- Joined Malaysia Airports as General Manager from 1999 to 2003 to lead its Initial Public Offering and listing on Bursa Malaysia Securities Berhad. Assumed other responsibilities such as Finance, Corporate Finance, Business Development and Investor Relations
- Mandated by Ministry of Finance and Khazanah Nasional Berhad to turnaround companies such as Malaysian Technology Development Corporation Sdn Bhd (2003 to 2005) and later Granatum Ventures Sdn Bhd (2017 to 2019)
- Ventured into education sector as Managing Director and 30% Equity Shareholder of Manipal Education Sdn Bhd from 2011 to 2013
- Served as the Group CEO of Pos Malaysia Berhad from 2013 to 2015
- Headed Media Prima Berhad's turnaround from 2019 to 2021 as Group Executive Director from 2019 to 2020 and Group Managing Director from 2020 to 2021
- Involved in technology sector as founding CEO of Malaysian Biotechnology Corporation Sdn Bhd and Chairman of Malaysian Bio-XCell Sdn Bhd from 2005 to 2011
- Served on boards of public listed companies in the technology sector, i.e., Independent Non-Executive Director (INED) of Globetronics Technology Berhad from 2012 to 2021, and Chairman and INED of Theta Edge Berhad from 2017 to 2019 and from 2019 to 2021, respectively
- Member of Lembaga Tabung Haji Investment Panel from 2016 to 2018

#### Declaration by Director:

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers

## DATUK JOHAN MAHMOOD MERICAN

Non-Independent  
Non-Executive Director



**Gender** 

**Age** 50

**Nationality** 

**Date of Present Appointment:** 29 June 2022

**Present Directorship(s)**

Listed Issuer:

- Malaysia Airports Holdings Berhad
- Bintulu Port Holdings Berhad

Other Public Company:

- Govco Holdings Berhad
- MyDIGITAL Corporation
- Pengurusan Aset Air Berhad
- Petroliaam Nasional Berhad (PETRONAS)

**Membership of Board Committee(s)**

- Member of Board Procurement Committee

**Number of Board Meetings Attended during the Year Under Review**

**5** / 6 **83%**

**Academic/Professional Qualification(s)**

- Bachelor of Economics (First Class), University of Cambridge, UK
- Associate Chartered Accountant, Institute of Chartered Accountants in England and Wales (ICAEW), UK

**Present Appointment(s)**

- Secretary General of Treasury, Ministry of Finance
- Deputy Chairman of Employees Provident Fund Board
- Board Member of University of Malaya
- Board Member of Jasarama Sdn Bhd
- Board Member of Pembinaan PFI Sdn Bhd

**Experience**

- Started career in the private sector for 9 years specialising in corporate finance and accounting roles at MRCB, Sime Darby and PricewaterhouseCoopers
- Served as the Principal Private Secretary to the minister in the Ministry of Finance and Economic Planning Unit (EPU) between 2004 and 2010
- Appointed as Chief Executive Officer of Talent Corporation Malaysia Berhad (TalentCorp) since its inception in January 2011 where he was responsible for driving public private partnerships to meet the nation's talent needs
- Appointed as the Deputy Director General (Human Capital) of the EPU in June 2016, where he was responsible for planning and overseeing initiatives relating to human capital
- Heads the Civil Service Delivery Unit and the National Transformation 2050 (TN50) unit
- Served as the Director of National Budget Office, Ministry of Finance from June 2018 to March 2022
- Served as the Deputy Secretary General of Treasury (Policy), Ministry of Finance from March 2022 to February 2023

**Declaration by Director:**

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers



## BOARD OF DIRECTORS' PROFILE

### DATO' NORMAH OSMAN

Non-Independent  
Non-Executive Director



**Gender** 

**Age** 55

**Nationality** 

Date of Present Appointment: 26 April 2021

**Number of Board Meetings Attended during the Year Under Review**

14

/14 100%

#### Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad

Other Public Company:

- None

#### Membership of Board Committee(s)

- Member of Board Procurement Committee
- Member of Board Risk Management Committee

#### Academic/Professional Qualification(s)

- Bachelor of Business Administration (Hons.), National University of Malaysia
- Diploma in Public Administration, National Institute of Public Administration (INTAN)
- Master of Arts (Management), Claremont Graduate University, California, USA

#### Present Appointment(s)

- Deputy Secretary General (Policy), Ministry of Transport
- Board Member of Bintulu Port Authority
- Board Member of Maritime Institute of Malaysia
- Member of Competition & Economics Committee of Malaysian Aviation Commission (MAVCOM)
- Board Member of Urusan Teknologi Wawasan Sdn Bhd

#### Experience

- Joined the Ministry of International Trade and Industry (MITI) as Assistant Secretary from 1995 to 2003 and as Principal Assistant Secretary from 2003 to 2006
- Served as Minister Counsellor for Economic Affairs, MITI Singapore in 2007
- Served as Director (Stock & Company Organisation Division), MITI in 2008
- Served as Minister Counsellor for Economic Affairs, MITI's Office in Brussels (European Union) in 2009
- Served as Director ASEAN Economic Cooperation Division, MITI in 2013
- Served as Senior Director of Bilateral Economic & Trade Relations Division, MITI from 2015 to 2017
- Served as Senior Director of Multilateral Policy and Negotiation Division, MITI from August 2017 until July 2018
- Appointed as Deputy Secretary General (Policy & Entrepreneurial Strategy), Ministry of Entrepreneur Development and Cooperatives from July 2018 to January 2019
- Appointed as Division Secretary of Policy Planning and Coordination Division, Ministry of Education from January 2019 to February 2020

#### Declaration by Director:

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers

## WONG SHU HSIEN

Non-Independent  
Non-Executive Director



<b>Gender</b>	
<b>Age</b>	50
<b>Nationality</b>	

**Date of Present Appointment: 7 March 2019**

### Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad

Other Public Company:

- Malaysia Aviation Group Berhad
- Malaysia Airlines Berhad
- PLUS Malaysia Berhad
- UEM Group Berhad

### Membership of Board Committees(s)

- Member of Board Audit Committee
- Member of Board Nomination & Remuneration Committee
- Member of Board Finance & Investment Committee

**Number of Board Meetings Attended during the Year Under Review**

**12** / 14 **86%**

### Academic/Professional Qualification(s)

- Degree in Economics, Cambridge University, UK
- Masters in Economics and Political Science, London School of Economics, UK
- Chartered Financial Analyst

### Present Appointment(s)

- Executive Director/Head, Transport & Tourism, Khazanah Nasional Berhad
- Board Member of Destination Resorts and Hotels Sdn Bhd (formerly known as Themed Attractions Resorts & Hotels Sdn Bhd)

### Experience

- Attached to BinaFikir Sdn Bhd prior to joining Khazanah Nasional Berhad in 2005
- Served in a private equity firm, Emerging Markets Partnership

### Declaration by Director:

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers

## BOARD OF DIRECTORS' PROFILE

### ROHAYA MOHAMMAD YUSOF

Non-Independent  
Non-Executive Director



**Gender** 

**Age** 

**Nationality** 

Date of Present Appointment: 1 October 2021

**Present Directorship(s)**

Listed Issuer:

- Malaysia Airports Holdings Berhad
- Tenaga Nasional Berhad
- United Plantations Berhad
- Yinson Holdings Berhad

Other Public Company:

- None

**Membership of Board Committee(s)**

- Member of Board Finance & Investment Committee
- Member of Board Risk Management Committee

**Number of Board Meetings Attended during the Year Under Review**

**14**/<sub>14</sub> 100%

#### Academic/Professional Qualification(s)

- Bachelor's Degree in Commerce (Accountancy), Australian National University, Canberra, Australia
- Associate Member of CPA, Australia

#### Present Appointment(s)

- Chief Investment Officer of Employees Provident Fund (EPF)
- Chairman of Institutional Investors Council Malaysia (IIC)

#### Experience

- Started career as a Financial Consultant in the Audit Division at Arthur Andersen & Co in 1988 covering various sectors which among others manufacturing, banking, oil & gas and trading industries
- Joined Maybank Investment Bank (previously known as Aseambankers) in 1990 and was promoted to the position of Executive Vice President, Corporate Investment Banking in 2005
- Joined the EPF's Investment Division as Head of Corporate Finance in 2008 and was appointed as Head of Capital Market Department in 2011, overseeing global and domestic fixed income. Appointed as Head of Private Markets in 2017, managing global investments in private equity, infrastructure and real estates
- Appointed as a Chief Investment Officer of EPF on 1 January 2020

#### Declaration by Director:

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers

## DATUK AZAILIZA MOHD AHAD

Senior Independent  
Non-Executive Director



**Gender** 

**Age** 62

**Nationality** 

**Date of Present Appointment: 8 November 2016**

**Number of Board Meetings Attended during the Year Under Review**

**14** / 14 100%

### Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad
- TIME dotCom Berhad

Other Public Company:

- None

### Membership of Board Committee(s)

- Chairman of Board Nomination & Remuneration Committee
- Member of Board Audit Committee
- Member of Board Finance & Investment Committee

### Academic/Professional Qualification(s)

- Bachelor of Laws, University of Malaya

### Present Appointment(s)

- Partner with Messrs Gani Patail Chambers
- Board Member of KLIA Aeropolis Sdn Bhd
- Chairman of Whistleblowing Independent Committee of Malaysia Airports

### Experience

- Undertook legal advisory work relating to domestic and international matters over a period of 30 years
- Held various roles as a Judicial and Legal Officer with the Courts and the Attorney General's Chambers of Malaysia. Among others, served as a Magistrate, Senior Assistant Registrar, Legal Advisor to the Economic Planning Unit, Prime Minister's Department, as a Senior Federal Counsel with the Advisory and International Division, as the Head of the International Affairs Division, the Deputy Solicitor General I and Solicitor General of Malaysia

### Declaration by Director:

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers

## BOARD OF DIRECTORS' PROFILE

### TAN SRI MOHAMAD SALIM FATEH DIN

Independent  
Non-Executive Director



<b>Gender</b>	
<b>Age</b>	65
<b>Nationality</b>	

**Date of Present Appointment:** 25 July 2022

<b>Number of Board Meetings Attended during the Year Under Review</b>	<b>5/5</b>	<b>100%</b>
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#### Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad
- Malaysian Resources Corporation Berhad

Other Public Company:

- None

#### Membership of Board Committee(s)

- Chairman of Board Finance & Investment Committee
- Member of Board Procurement Committee

#### Academic/Professional Qualification(s)

- Malaysian Cambridge Examination (MCE)

#### Present Appointment(s)

- Executive Vice Chairman of Malaysian Resources Corporation Berhad
- Group Managing Director of Gapurna Sdn Bhd
- Chairman of KLIA Aeropolis Sdn Bhd
- Board Member of Malaysia Airports Sdn Bhd
- Chairman of Malaysian Communications and Multimedia Commission
- Member of Consultation and Corruption Prevention Panel, Malaysian Anti-Corruption Commission

#### Experience

- Appointed as Group Managing Director of Malaysian Resources Corporation Berhad from September 2013 to July 2018
- Pioneered the green building concept in Malaysia, delivering landmark developments such as Shell's new international award-winning regional headquarters, Menara Shell at KL Sentral, and PJ Sentral Garden City and other award winning, standard setting green developments
- Responsible for the development of "Super Store Petrol Station" concept for the leading oil companies, namely Shell, Esso, BP and Caltex
- Appointed as Non-Executive Chairman of Giant Malaysia from 2009 to 2013 and responsible for the modernisation and re-design of distribution centres for the renowned hypermarket retailer Giant. This resulted in a significant reduction in logistic costs and delivery turnaround time. The success of Giant's hypermarkets was later emulated by others in the country's food supply chain
- Appointed as Non-Executive Chairman of British American Tobacco (Malaysia) Berhad from 2012 to 2016
- Appointed as Chairman of the Malaysia-Pakistan Business Council from 2013 to 2014
- Served as Commission Member of Malaysian Communications and Multimedia Commission (MCMC) from 2010 to 2014 and reappointed to the same position from January 2022 to December 2022
- Appointed as Interim Chairman of MCMC from June 2022 until December 2022

#### Declaration by Director:

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers

## DATO' IR. MOHAMAD HUSIN

Independent  
Non-Executive Director



**Gender** 

**Age**  69

**Nationality** 

**Date of Present Appointment:** 15 August 2016

**Present Directorship(s)**  
Listed Issuer:  
• Malaysia Airports Holdings Berhad

Other Public Company:  
• None

**Membership of Board Committee(s)**  
• Chairman of Board Procurement Committee  
• Member of Board Audit Committee  
• Member of Board Risk Management Committee

**Number of Board Meetings Attended during the Year Under Review**  
**14**/<sub>14</sub> **100%**

**Academic/Professional Qualification(s)**

- Bachelor of Science (Hons.) in Civil Engineering, University of Southampton, UK
- Master of Science in Civil Engineering, University of Pittsburgh, USA
- Professional Engineer, Board of Engineers Malaysia

**Present Appointment(s)**

- Chairman of Malaysia Airports Sdn Bhd
- Chairman of Urusan Teknologi Wawasan Sdn Bhd
- Board Member of Johawaki Holdings Sdn Bhd
- Board Member of Bridgex Sdn Bhd

### Experience

- Started career as Water Engineer in Public Works Department (PWD), Ministry of Works and served PWD for 35 years in various capacities including as District Engineer, Assistant Director, State and Branch Director
- Held position as Director of Roads before being promoted to the post of Deputy Director General in 2007 until his retirement in 2013
- Whilst in the Government service, involved in the construction of development projects and maintenance of government facilities, mainly relating to roads, buildings, ports and airports

**Declaration by Director:**

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers

## BOARD OF DIRECTORS' PROFILE

### RAMANATHAN SATHIAMUTTY

Independent  
Non-Executive Director



Gender



Age

59

Nationality



Date of Present Appointment: 1 January 2019

#### Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad
- AwanBiru Technology Berhad

Other Public Company:

- None

#### Membership of Board Committee(s)

- Chairman of Board Risk Management Committee
- Member of Board Nomination & Remuneration Committee
- Member of Board Procurement Committee

Number of Board Meetings Attended during the Year Under Review

14/14

100%

#### Academic/Professional Qualification(s)

- Bachelor of Engineering (Electrical & Electronic) (Hons.), National University of Malaysia
- Master of Business Administration, University of Putra Malaysia
- Executive Management Programme, Harvard Business School and INSEAD

#### Present Appointment(s)

- Chairman of Malaysia Airports (Sepang) Sdn Bhd
- Board Member of İstanbul Sabiha Gökçen Uluslararası Havalimanı Yatırım Yapım ve İşletme A.Ş.
- Board Member of SGC Havalimanı İşletmeleri Ticaret ve Turizm A.Ş.

#### Experience

- Started career as a system engineer at IBM Corporation Malaysia. Served IBM Group for 24 years in various roles involving telecommunications, utilities, media and entertainment sectors and appointed as Managing Director of IBM Malaysia in January 2010
- During his tenure with IBM Group, he held various roles in many countries such as Japan, Korea, India, Singapore and USA
- He then served as Chief Transformation Officer at Celcom Axiata Berhad from 2016 and a former Advisor to Chief Executive Officer of Celcom Axiata Berhad

#### Declaration by Director:

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers

## CHERYL KHOR HUI PENG

Independent  
Non-Executive Director



<b>Gender</b>	
<b>Age</b>	49
<b>Nationality</b>	

**Present Directorship(s)**

Listed Issuer:

- Malaysia Airports Holdings Berhad
- Alliance Bank Malaysia Berhad
- Hong Leong Industries Berhad
- Kuala Lumpur Kepong Berhad

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Other Public Company:

- Chubb Insurance Malaysia Berhad

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**Membership of Board Committee(s)**

- Chairman of Board Audit Committee
- Member of Board Risk Management Committee

**Number of Board Meetings Attended during the Year Under Review**

**5** / 5 100%

**Date of Present Appointment: 25 July 2022**

### Academic/Professional Qualification(s)

- Bachelor of Mathematics, University of Putra Malaysia
- Chartered Accountant, Malaysian Institute of Accountants (MIA)
- Member, Malaysian Institute of Certified Public Accountants (MICPA)
- Fellow and Faculty Member, Institute of Corporate Directors Malaysia

### Present Appointment(s)

- Board Member of Leader Energy Holding Sdn Bhd
- Board Member of Malaysia Airports (Sepang) Sdn Bhd
- Board Member of İstanbul Sabiha Gökçen Uluslararası Havalimanı Yatırım Yapım ve İşletme A.Ş.
- Board Member of SGC Havalimanı İşletmeleri Ticaret ve Turizm A.Ş.

### Experience

- Started career as a financial auditor and chartered accountant at Ernst & Young in 1998
- Joined Deloitte in 2013 and led the Risk Advisory practice, complementing her chartered accountant experience with sustainability, governance and risk expertise. Appointed as its Managing Director from 2014 until 2021
- Whilst in Deloitte, she held numerous leadership positions culminating her career as the Asia Pacific Accounting and Internal Control Leader and was also elected onto the Deloitte Southeast Asia Board of Directors

### Declaration by Director:

- No family relationship with any other Director and/or major shareholder of Malaysia Airports
- No conflict of interest with Malaysia Airports
- No conviction for offences other than traffic offences for the past 5 years
- No public sanction or penalty imposed by any regulatory bodies during the financial year ended 31 December 2022
- Does not hold more than 5 directorships in listed issuers



## GROUP SENIOR MANAGEMENT

### KEY SENIOR MANAGEMENT

#### DATO' ISKANDAR MIZAL MAHMOOD

Managing Director

Gender		
Age	57	
Nationality		

#### MOHAMED RASTAM SHAHROM

Group Chief Financial Officer

Gender		
Age	52	
Nationality		

#### AZMAN SHAH MOHAMED

Chief Human Capital Officer

Gender		
Age	58	
Nationality		

#### DR NOR AZLINA MOHD ISA

Head of Technical Services

Gender		
Age	48	
Nationality		

#### HANI EZRA HUSSIN

Senior General Manager, Commercial Services

Gender		
Age	48	
Nationality		

#### MEGAT ARDIAN WIRA MOHD AMINUDDIN

Senior General Manager, Strategy

Gender		
Age	51	
Nationality		

#### DATUK ABDULLAH KADIR BACHA

General Manager, Stakeholder Relations and Regulatory Affairs

Gender		
Age	70	
Nationality		

#### ROMIE KHALID

General Manager, Risk Management & Compliance

Gender		
Age	50	
Nationality		

#### MOHD ARIF JAAFAR

Senior General Manager, MA (Sepang)

Gender		
Age	58	
Nationality		

#### KAMARUZZAMAN RAZALI

Senior General Manager, MASB

Gender		
Age	59	
Nationality		

#### Additional information on Key Senior Management

Unless stated in their profiles, none of them has:

- Any directorship of public companies and listed issuers;
- Any family relationship with any director and or/substantial shareholder of the listed issuer;
- Any conflict of interest that he has with the listed issuer;
- Any list of convictions for offences within the past 5 years other than traffic offences; and
- Any particulars of sanctions and penalty imposed by relevant regulatory bodies.

## GROUP SENIOR MANAGEMENT

**DATO' ISKANDAR MIZAL MAHMOOD**

Managing Director

**Academic/Professional Qualifications**

- Bachelor of Science in Business Administration (Accounting), Boston University, USA

**Experience**

Dato' Iskandar Mizal Mahmood was appointed as Malaysia Airports' Managing Director on 25 October 2021.

He is a corporate leader with over 32 years of experience across multiple disciplines and sectors while serving in various multinational companies and Government Linked Companies, of which 18 years were in top leadership positions.

He had previously served Malaysia Airports as General Manager from 1999 – 2003, where he led the Initial Public Offering and listing of the Company on Bursa Securities. He also played an integral part in the Company's international ventures such as taking over operations of India's Hyderabad Rajiv Gandhi International Airport, and as a Board Member of Cambodia's Phnom Penh and Siem Reap airport.

Dato' Iskandar started his career with Arthur Andersen & Co in 1989 and subsequently served with leading financial institutions such as Bumiputra Merchant Bankers Bhd. and Commerce International Merchant Bankers Bhd.

He has also led the turnaround of Media Prima Berhad from 2019 to 2021. He was also the Group CEO of Pos Malaysia Berhad from 2013 to 2015, Managing Director of Manipal Education Malaysia Sdn Bhd from 2011 to 2013, and founding CEO of Malaysian Biotechnology Corporation Sdn Bhd

Dato' Iskandar has also sat on the Board of Directors in various capacities at Malaysian Bio-XCell Sdn Bhd, and Theta Edge Bhd, Globetronics Technology Bhd. He also sat on the Investment Panel of Lembaga Tabung Haji from 2016 to 2018.

**MOHAMED RASTAM SHAHROM**

Group Chief Financial Officer

**Academic/Professional Qualifications**

- BSc (Honours) in Accounting and Finance, University of Wales, Aberystwyth, UK
- Chartered Accountant with the Malaysian Institute of Accountants (MIA)
- Fellow of the Association of Chartered Certified Accountants, UK

**Experience**

Prior to joining Malaysia Airports, Mohamed was the Chief Financial Officer of UEM Sunrise Berhad. He has over 20 years of experience in the fields of finance, investment appraisal, fundraising, financial analysis and planning, finance operations, international JVs and statutory reporting.

Prior to that, he was the Senior Vice President, Enterprise Solutions and Vice President, Finance at Celcom Axiata. He also served as Vice President, Corporate Finance and Advisory at Affin Investment Bank, and before that as Assistant Vice President at Hwang-DBS Investment Bank, and in both capacities worked on multiple initial public offerings, mergers and acquisitions.

He had also served as Vice President of Finance, at an oil and gas company, overseeing the Engineering & Construction Division and Drilling Services. During his tenure there, he was instrumental in driving several initiatives, including automating and streamlining the finance operations, cost reduction programmes, business and asset acquisitions, and international project financing.

## GROUP SENIOR MANAGEMENT

### IBRAHIM CHANG BOON TECK

Chief Procurement Officer



Gender	
Age	57
Nationality	

Date of Present Appointment: 1 January 2021

#### Academic/Professional Qualifications

- Degree in Econometrics (Honours), Universiti Kebangsaan Malaysia
- Member of Chartered Institute of Procurement & Supply

#### Experience

Ibrahim first joined Malaysia Airports as General Manager, Procurement and Contracts in 2016. He was elevated to Chief Procurement Officer in January 2021. Prior to this, he had held numerous supply chain leadership positions in well established companies such as Shell, F&N Coca Cola, Warner Lambert, SapuraCrest Petroleum and Perisai Petroleum.

Through his varied exposure in multiple industries over three decades, he garnered a vast body of knowledge, and experience in procurement operations, contract management, cost optimisation, value engineering, project procurement and logistics.

Since joining Malaysia Airports, Ibrahim had successfully transformed the procurement function to be more focused on adding value and tech savvy while upholding good governance principles. He was also one of the key drivers that led to Malaysia Airports' Procurement obtaining the Anti-Bribery Management System ISO 37001 certification. In recent times, Ibrahim is progressively putting in the building blocks for sustainable procurement.

### AZMAN SHAH MOHAMED

Chief Human Capital Officer



Gender	
Age	58
Nationality	

Date of Present Appointment: 1 September 2017

#### Academic/Professional Qualifications

- Masters in Business Administration, Major in International Business and Finance, Central Michigan University, USA
- Degree in Accounting (Honours), Institute Teknologi MARA
- Diploma in Accounting, Institute Teknologi MARA
- Diploma in Industrial Relations, Malaysian Employers Federation

#### Experience

Azman joined Malaysia Airports in 2017. Prior to his appointment, he held senior management positions in Group Human Capital at Telekom Malaysia Berhad.

Azman is a senior and experienced HR professional with more than 20 years of extensive exposure in various disciplines of human resources, ranging from Strategic HR, Industrial Relations to Remuneration and Performance Management.

He has led various human resource transformation programmes including compensation and benefits structure and the formulation of a long-term incentive plan for the company.

## GROUP SENIOR MANAGEMENT

**VIJAYKUMAR DAYINDE**

Chief Information Officer

**Academic/Professional Qualifications**

- Master of Science – Mathematics, Osmania University, India
- Master of Computer Applications, Manipal University, India
- Master of Business Administration - Sikkim
- Manipal University Bachelor of Science – Computer, Nagarjuna University, India

**Experience**

Vijaykumar Dayinde is the Chief Information Officer of Malaysia Airports from 1 November 2022. Prior to this appointment, Vijaykumar served as the General Manager of IT Delivery of Malaysia Airports since November 2019, where he successfully led the delivery of key Airports 4.0 projects, including the delivery of KUL network refresh in the record-breaking time.

With more than 22 years of IT experience, he has assumed various management roles globally across a variety of industries including telecommunication and IT services. He has also built specialisation in the areas of IT strategic planning, transformation, delivery, and cybersecurity.

He has been at the epicentre of every technological shake-up experienced by the communication services industry over the last two decades from the Americas to the Far East. He is a seasoned IT leader who has made a significant impact in the technology industry and his contributions to the field continue to be widely recognised.

**DR NOR AZLINA MOHD ISA**

Head of Technical Services

**Academic/Professional Qualifications**

- Doctor of Business Administration, Arshad Ayub Graduate Business School, Universiti Teknologi MARA
- Master of Business Administration, Universiti Utara Malaysia
- Post Graduate Diploma in Airport Engineering Management, National University of Singapore
- B. Engineering (Hons) in Civil Engineering, University of Malaya

**Experience**


Dr. Nor Azlina joined Malaysia Airports in 2002 as a civil engineer. Throughout her career with Malaysia Airports, she rose to be the General Manager of Planning and Development in 2011, and Head of Engineering of MA (Sepang) in 2016.


She left Malaysia Airports in 2018 to expand her horizons and rejoined on 1 February 2021 as Head of Technical Services. She has been accredited as an International Airport Professional in 2011 and has contributed as an instructor for the Airport Planning, Development & Environmental Management module under the ACI-ICAO Airport Management Professional Accreditation Programme. Dr. Nor Azlina is also a certified Project Management Professional (PMP).

## GROUP SENIOR MANAGEMENT

### HANI EZRA HUSSIN

Senior General Manager, Commercial Services



Gender	
Age	48
Nationality	

Date of Present Appointment: 1 March 2021

#### Academic/Professional Qualifications

- Masters in business administration, University of Dubuque, USA
- Chartered Institute of Marketing, UK

#### Experience

Hani Ezra joined Malaysia Airports in 2016 and was appointed as Senior General Manager, Commercial Services on 1 March 2021. Prior to this, she was General Manager of Commercial Business.

She was instrumental in leading the Non-Aeronautical Business of Malaysia Airports in particular the Commercial Reset to raise the retail profile and repositioning the airports beyond transportation hubs.

She has more than 20 years of experience in marketing, branding and retail. She began her marketing career in fast-moving consumer goods with F&N Dairies in 1997 before moving to Danone, where she was responsible for all aspects of marketing for Danone's most trusted UK brand.

In the retail business, Hani Ezra led the Marketing Division, Customer Service and Retail Relations for Suria KLCC, Kuala Lumpur's leading shopping mall.

She managed over 300 stores, refreshed marketing approaches and delivered an unparalleled shopping experience which contributed to the growth of retail sales and the evolution of the retail industry in Malaysia.

### MEGAT ARDIAN WIRA MOHD AMINUDDIN

Senior General Manager, Strategy



Gender	
Age	51
Nationality	

Date of Present Appointment: 1 March 2021

#### Academic/Professional Qualifications

- Master's Degree in Aviation, Embry-Riddle Aeronautical University, USA
- Bachelor of Business Administration in Marketing, Western Michigan University, USA

#### Experience

Megat joined Malaysia Airports in 2018, and prior to his present appointment, he was the General Manager of Corporate Planning, and Transformation, focusing on the Group's strategic planning, growth, transformation as well as sustainability initiatives.

His career in the aviation industry started with AirAsia in 2004 where he managed the Government Relations and Special Projects portfolio. Megat then joined Malaysia Airlines Berhad (MAS) as part of the Transformation Management Team to facilitate MAS' turnaround campaign. He then joined Flynas, a low-cost carrier based in Riyadh, Saudi Arabia as Chief Commercial Officer.

## GROUP SENIOR MANAGEMENT

**ROSMAN NORDIN**

Head of Internal Audit

**Academic/Professional Qualifications**

- Master of Business Administration, Open University Malaysia
- Bachelor of Accountancy, Universiti Utara Malaysia
- Chartered Accountant, Malaysian Institute of Accountants
- Member of the Institute of Internal Auditors

**Experience**

Rosman Nordin joined Malaysia Airports in 2022 as the Head of Internal Audit.

Rosman has over 25 years of experience in internal audit, risk management, compliance, finance, and joint venture accounting.

Prior to joining Malaysia Airports, Rosman has served multiple industries and listed companies from PETRONAS Group of companies, Abu Dhabi National Oil Company ("ADNOC"), Puncak Niaga Holdings Berhad and lastly Alam Maritim Resources Berhad as the General Manager, Internal Audit & Risk Management. He also has international experience for a total of 5 years in Ashgabat, Turkmenistan and Abu Dhabi, United Arab Emirates (UAE).

**MOHAMED SALLAUDDIN MOHAMED SHAH**

General Manager, Aviation Marketing and Development

**Academic/Professional Qualifications**

- Masters in Business Administration (Strategic Management), International Business School, Universiti Teknologi Malaysia
- Bachelor of Science in Accountancy and Computer Science, Northern Illinois University, USA
- Certified Professional Marketer conferred by Asia Marketing Federation in collaboration with Institute of Marketing Malaysia

**Experience**

Mohamed Sallauddin's professional career has predominantly been in the aviation and aerospace industries where he had served Malaysia's national carrier, Malaysia Airlines, and Malaysia's first aircraft manufacturing company, Composite Technology Research Malaysia.

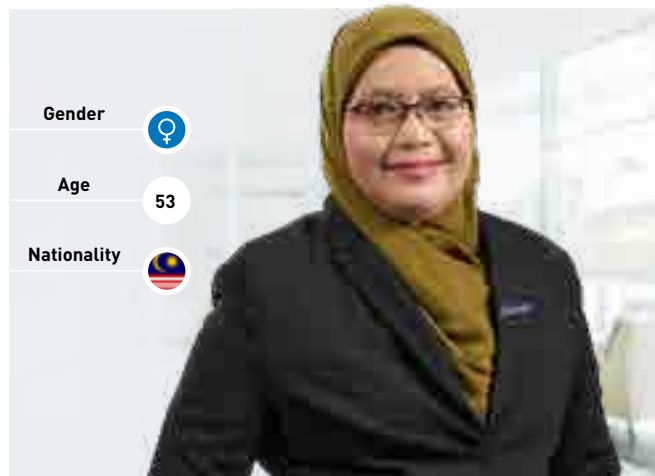
He joined Malaysia Airports in 2001, tasked at developing routes and connectivity at all international airports in Malaysia. In 2018, he led the company in hosting Asia's first World Route Development Forum in Kuala Lumpur, raising the profile of KLIA.

Mohamed Sallauddin currently serves as a Council Member of the Institute of Marketing Malaysia and is an Executive Committee Member of PATA Malaysia Chapter as well as Sector Leader (Airline) for Business Events Council Malaysia.

## GROUP SENIOR MANAGEMENT

### NORNAJIHAH ISMAIL

General Manager, Finance Business Partner



Gender



Age

53

Nationality



Date of Present Appointment: 1 January 2018

#### Academic/Professional Qualifications

- Masters in Business Administration with a concentration in Airport Management, UiTM
- Degree in Accounting and Finance, South Bank University, London, UK
- Diploma in Accounting, Universiti Teknologi Mara (UiTM), Malaysia
- Received the Vice Chancellor Award upon graduation from UiTM
- Registered Chartered Accountant with the Malaysian Institute of Accountants
- Fellow member of the Association of Chartered Certified Accountants, UK

#### Experience

Nornajihah joined Malaysia Airports in 2006 as Senior Manager, Finance and was appointed to her current role in 2018. During her tenure with Malaysia Airports, Nornajihah was the General Manager of Finance for Malaysia Airports from 2010 to 2017 and was also entrusted to cover the role and responsibilities of Chief Financial Officer from September 2015 to January 2016.

She was selected for the Khazanah GLC Talent Exchange Programme in 2008 and was seconded to Tenaga Nasional Berhad. Prior to Malaysia Airports, she was the Head of Group Accounts in Padiberas Nasional Berhad.

### DATUK ABDULLAH KADIR BACHA

General Manager, Stakeholder Relations and Regulatory Affairs



Gender



Age

70

Nationality



Date of Present Appointment: 1 January 2021

#### Academic/Professional Qualifications

- Master's Degree (MSc) in Information Science, Loughborough University, UK

#### Experience

Datuk Abdullah initially joined Malaysia Airports in 2014 as a Consultant on Government Affairs. Later in 2016, he was appointed as General Manager, Stakeholder Relations & Regulatory Affairs. Datuk Abdullah has a good mixture of government, academia, and private sector experience.

He served the Government of Malaysia and government-related agencies (MDeC, Universiti Utara Malaysia and The International Islamic University Malaysia) for a total of 33 years. This included a six-year stint as an aide in the private office of former Prime Minister of Malaysia, YABhg Tun Dr Mahathir Mohamad.

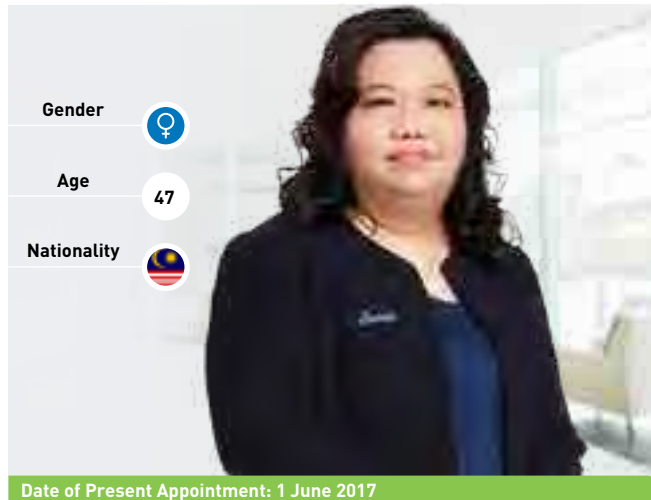
During his tenure with MDeC, he has successfully penetrated the Middle Eastern markets through the numerous initiatives that he has spearheaded.

Datuk Abdullah also brought Malaysian IT Companies and products to the attention of Middle Eastern governments especially those in Saudi Arabia, Iran, UAE, Syria and Lebanon. Many local IT companies benefited from his efforts.

## GROUP SENIOR MANAGEMENT

**LEE AI VIN**

General Manager, Corporate Finance and Treasury

**Academic/Professional Qualifications**

- Bachelor of Business in Accountancy, RMIT University, Australia
- Fellow Member of the Institute of Chartered Accountants of England and Wales
- Fellow Member of the CPA Australia (Certified Practising Accountant)
- Chartered Accountant, Malaysian Institute of Accountants

**Experience**

Ai Vin joined Malaysia Airports in 2015 and was appointed to her current position as General Manager of Corporate Finance and Treasury in 2017.

Prior to joining Malaysia Airports, Ai Vin worked in the Transaction Advisory Services of Ernst & Young LLP London. Earlier in her professional career, she also served in several banking and financial advisory related roles in Malaysia and Singapore.

She has 25 years of experience in financial and corporate transaction advisory for various sectors in Asia and Europe, covering business valuation, corporate restructuring, capital market fundraising, structured finance, financial due diligence, loan portfolio review, and merger and acquisitions.

**MOHAMMAD AZMEL HARUN RASHEED**

General Manager, Operational Excellence &amp; Guests Experience

**Academic/Professional Qualifications**

- B.Sc. Industrial Engineering, University of Toledo, Ohio, USA
- Professional Certificate in Management, University of Melbourne, Australia
- Certified Customer Experience Management Practitioner (CCXMP), Western Kentucky University via ATCEN
- Registered Scrum Master and Product Owner, Scrum Inc.

**Experience**

Azmel was appointed as General Manager, Operational Excellence & Guests Experience (OEGX) in January 2021. He has over 20 years of experience in the field of operational improvement with proven methodologies such as Lean Six Sigma, Design Thinking and Agile Scrum.

Prior to Malaysia Airports, Azmel was VP of Innovation at Malaysia Petroleum Resources Corporation (MPRC) developing and promoting Malaysian innovation in the Oil & Gas sector. He has also worked with several GLCs and MNCs in driving operational improvements such as PETRONAS, Schlumberger Business Consulting and Goodyear Tyre Manufacturing Company.




## GROUP SENIOR MANAGEMENT

### ZULKIFLI BASHIR

General Manager, Aviation Security



Gender	
Age	65
Nationality	

Date of Present Appointment: 16 March 2020

#### Academic/Professional Qualifications

- Diploma in Police Science, Universiti Kebangsaan Malaysia
- Certified International Crime Prevention Specialist
- Member of the International Crime Prevention Society
- Member of the ACI Asia-Pacific Regional Aviation Security Committee


#### Experience



Zulkifli joined Malaysia Airports in 2010 as Senior Manager of Aviation Security (Intelligence/Investigation/Liaison). He was appointed as General Manager of Aviation Security in 2020. Prior to his appointment, he was the Covering General Manager of Aviation Security.

Zulkifli has more than 35 years of law enforcement experience in his illustrious career with the Royal Malaysia Police which includes serving as the Police Chief of KLIA from 2000 to 2003.

### NOR AIDA OTHMAN

General Manager, Legal



Gender	
Age	54
Nationality	

Date of Present Appointment: 1 April 2020

#### Academic/Professional Qualifications

- Bachelor of Laws (LL.B Hons), International Islamic University Malaysia
- Advocate & Solicitor of the High Court of Malaya

#### Experience

Nor Aida joined Malaysia Airports as Senior Manager, Legal in 2012. She was previously seconded to Malaysia Airports from Malaysia Airlines from 2010 to 2011 under the Khazanah Cross Assignment Programme.

In March 2019, she was seconded to Malaysia Airports Consultancy Services (MACS) Middle East, Doha, Qatar as the Senior Manager, Legal to support its business operation.

Nor Aida brings with her a wealth of experience, particularly in the aviation industry. Before joining Malaysia Airports, she has served over 10 years with Malaysia Airlines in various capacities.

Nor Aida has over 26 years of experience as an in-house legal counsel, serving in Government-Owned and Government-Linked Companies, as well as public listed companies. Effective 23 February 2023, Nor Aida has taken on an additional role as the General Manager, Chairman's Office.

## GROUP SENIOR MANAGEMENT

**ZAWARDI SALLEH @ MOHAMED SALLEH**

General Manager, Company Secretarial

**Academic/Professional Qualifications**

- Executive Master of Business Administration, Universiti Teknologi MARA
- Diploma in Public Administration, Universiti Teknologi MARA
- Holder of Practising Certificate from Companies Commission of Malaysia
- Chartered Secretary with The Malaysian Institute of Chartered Secretaries and Administrators

**Experience**

Zawardi joined Malaysia Airports as Senior Manager, Company Secretarial in October 2018 and was later appointed as Covering General Manager/ Company Secretary in June 2019.

He assumed his current role as General Manager/Company Secretary of Malaysia Airports on 1 January 2021. He is also the Company Secretary to all local subsidiaries of Malaysia Airports. On 10 November 2022, he was appointed as Joint Company Secretary of İstanbul Sabiha Gökçen Uluslararası Havalimanı Yatırım Yapım ve İşletme A.Ş. and SGC Havalimanı İşletmeleri Ticaret ve Turizm A.Ş.

Zawardi has over 26 years of experience in company secretarial, corporate governance, compliance, and public practice secretarial service, including more than 19 years as Company Secretary of public listed companies.

His career journey has brought him to serve companies in various industries such as oil and gas, shipping, land transportation, automotive, heavy equipment and engineering, construction and property, telecommunication, utilities, and airport operation.

**MUHAMMAD HIDAYAT ISMAIL**

General Manager, Airport Fire &amp; Rescue Service

**Academic/Professional Qualifications**

- Master of Emergency & Response Planning, Universiti Putra Malaysia.
- Bachelor of Information Technology, Universiti Kebangsaan Malaysia.
- Diploma in Fire Science, Fire and Rescue Academy of Malaysia
- Certified International Airport Professional (IAP), ACI - ICAO Airport Management Professional Accreditation Program (AMPAP)
- Graduate of the Institution of Fire Engineers

**Experience**

Muhammad Hidayat Ismail joined Malaysia Airports as Executive Cadet AFRS in September 2004. With his strong ability and leadership skill, he steadily moved up the ranks to head AFRS MA (Sepang) in 2017 and was further promoted to General Manager of AFRS in 2022.

In his 18 years of experience in AFRS, he was appointed to various leadership positions at KL International Airport, Kota Kinabalu International Airport and Malaysia Airports Training Centre.

He also has international exposure when he was seconded to Male International Airport in the Maldives, as well as being appointed as the Airports Council International (ACI) Safety Assessor (AEP and RFF) since 2015. He is also recognised as an Industrial Expert in developing the National Occupational Skills Standard for AFRS under the Department of Skills Development Malaysia.

## GROUP SENIOR MANAGEMENT

### ROMIE KHALID

General Manager, Risk Management & Compliance



Gender	
Age	50
Nationality	

Date of Present Appointment: 1 September 2021

#### Academic/Professional Qualifications

- Bachelor of Science (Honour) in Economics (specialising in Accounting and Financing), The London School of Economics & Political Science, UK

#### Experience

Romie was appointed to his current position on 1 September 2021.

He has over 25 years of experience spanning various roles in the field of risk management, internal audit, finance, and statutory reporting.

He started his career as an auditor with Arthur Andersen in 1996 and subsequently moved to MNRB Holdings Berhad (previously known as Malaysian National Reinsurance Berhad) where he rose to the position of Senior Vice President and Group Chief Internal Auditor before he joined Malaysia Airports on 1 April 2016 as the Senior Manager of Risk Management.

### AINON MAHAT

General Manager, Internal Audit



Gender	
Age	51
Nationality	

Date of Present Appointment: 1 January 2019

#### Academic/Professional Qualifications

- Bachelor of Science in Business Administration majoring in Computer Business Information Systems, University of Arkansas, Fayetteville, USA
- MBA with concentration in Airport Management, Universiti Teknologi MARA
- Graduate Diploma in Airport Management, National University of Singapore
- Certified Internal Auditor
- Chartered Member of The Institute of Internal Auditors Malaysia

#### Experience

Aion joined Malaysia Airports in 2001 as Senior Executive and was appointed to her current role in 2019. She is a Certified Internal Auditor (CIA) and registered as a Chartered Member of The Institute of Internal Auditors (CMIIA). She has over 28 years of experience in the areas of Governance, Risk and Compliance, and is actively engaged by The Institute of Internal Auditors Malaysia (IIAM) as part of the taskforce member in Bursa Thematic Collaboration with IIAM in 2019, Internal Quality Assurance Committee (IQAC) member, Quality Assurance Review (QAR) and Technical Subject Matter Expert for IIAM's Quality Assurance's needs.

## GROUP SENIOR MANAGEMENT

**IR. TS. MOHD KHAIRUDDIN SHAFIE**

General Manager, Planning, Development, Standard &amp; Safety

**Academic/Professional Qualifications**

- B Eng. (Hons) in Civil Engineering, University Malaya
- Certified Professional Engineer with Practising Certificate, Board of Engineers Malaysia
- Certified Professional Technologist with Malaysia Board of Technologist (MBOT)
- Corporate Member, Institute Engineers of Malaysia (IEM)

**Experience**

Ir. Ts. Mohd Khairuddin joined Malaysia Airports in 2007 as a Resident Engineer with Malaysia Airports Management and Technical Services (MAMTS). He then joined the newly formed Project Management Office division and subsequently transferred to the Planning, Development, Standard & Safety division as a Senior Manager in 2020 prior to his current appointment.

Ir. Ts. Mohd Khairuddin has over 23 years of experience in the construction and project management industry. Prior to Malaysia Airports, He has served vital roles at Bina Darulaman Berhad, a leading property developer in Kedah, as well as with Syarikat Bekalan Air Selangor.

**NOR IZZAMY ABD AZIZ**

General Manager, Corporate Planning

**Academic/Professional Qualifications**

- Bachelor of Science (Honours) Accounting and Finance, University of Warwick, United Kingdom.
- Chartered Financial Analyst

**Experience**

Nor Izzamy joined Malaysia Airports in 2014 as Senior Manager of Corporate Planning and was appointed to his current position on 1 August 2021.

He is entrusted to spearhead the overall planning and crafting of Malaysia Airports' long term strategic plans, including Runway to Success 2020 and the latest 5-year Strategic Plan (2021-2025).

Nor Izzamy has over 18 years of experience spanning various disciplines involving strategy, planning, and investment. He started his career with Permodalan Nasional Berhad in 2004 as an Investment Analyst overseeing the transportation and telecommunication sectors. He was then appointed as the Portfolio Manager and was responsible for managing the RM10 billion unit trust fund.

Nor Izzamy is a Chartered Financial Analyst (CFA) and holds a Bachelor of Science (Honours) in Accounting and Finance from the University of Warwick, United Kingdom.

## GROUP SENIOR MANAGEMENT

### AZAHAR AB RAHIM

General Manager, Human Capital Business Partner



Gender	
Age	50
Nationality	

Date of Present Appointment: 1 November 2022

#### Academic/Professional Qualifications

- Bachelor of Science in Global Business with a concentration in Human Resources Management, Arizona State University, USA.

#### Experience

Azahar joined Malaysia Airports in January 2018 and was appointed to his current position on 1 November 2022.

He has over 22 years of experience across a wide spectrum of human resource disciplines with an array of companies including UEM Edgenta, TIME dotcom, Deloitte Consulting (SEA) Sdn. Bhd. and Telekom Malaysia.

### ZEID ABDUL RAZAK

General Manager, Regulatory Economics & Investor Relations



Gender	
Age	42
Nationality	

Date of Present Appointment: 1 November 2022

#### Academic/Professional Qualifications

- Bachelor of Accounting, University Malaya
- Member of the Malaysian Institute of Accountant (MIA)
- Member of Malaysian Institute of Chartered Accountant (MICPA)

#### Experience

Zeid joined Malaysia Airports in 2014 and was appointed to his current position on 1 November 2022. During his tenure with Malaysia Airports, Zeid also held roles in various managerial positions within the Finance division, including Treasury and Finance Business Partner.

Prior to joining Malaysia Airports, he spent nearly a decade at Ernst & Young Malaysia and the United Kingdom, specialising in assurance services across multiple sectors such as aviation, property, leisure, facilities management and Information Technology.

## GROUP SENIOR MANAGEMENT

**MAZ HIZA NAZLY OTHMAN**

General Manager, IT Architecture &amp; Strategy



Gender	♂
Age	41
Nationality	

Date of Present Appointment: 16 November 2022

**Academic/Professional Qualifications**

- Master's Degree in Business Administration (IT Management), Multimedia University
- Bachelor's Degree in Information Technology (Software Engineering), Multimedia University
- TOGAF certified architect
- ITIL
- Agile Leadership Certificate

**Experience**

Maz Hiza Nazly Othman joined Malaysia Airports on 16 November 2022 as the General Manager of IT Architecture & Strategy. Prior to joining the company, he was the General Manager at Telekom Malaysia, as well as being involved in the system development of Ngurah Rai International Airport in Bali, Indonesia.

Nazly has over 19 years of experience spanning IT development, IT operations, IT service management, IT strategy, IT architecture, and IT governance. He has led various key business support system transformation projects, enterprise architecture initiatives, as well as driving application rationalisation and modernisation efforts.

**ANIFRUZAIDI AB. RAHIM**

General Manager, Project Management Office



Gender	♂
Age	54
Nationality	

Date of Present Appointment: 19 December 2022

**Academic/Professional Qualifications**

- Bachelor of Engineering (Hons), University of Liverpool, UK

**Experience**

Anifruzaidi joined Malaysia Airports in 2019. He has over 30 years of experience in airport construction, project management consultancy, Facility Management and airport operations. He started his career with Ranhill Bersekutu and later joined MJAC for the KLIA development from 1993 to 1998. He was then involved in establishing UTW for the Facility Management for KLIA.

He had ventured into various projects in Malaysia, as well as overseas. This includes commissioning Incheon International Airport, South Korea with Deutsche AeroConsult GmbH, as facility management specialist with Fraport at Ninoy Aquino International Airport T3, Philippines, as ORAT coordinator with ICAO for the operation readiness at Suvarnabhumi Airport, Thailand.

In the Middle East, he was involved in the commissioning of the cargo terminal and operational readiness of the new terminal building at the Al-Makhtoum International Airport Dubai, UAE. His experience extended to the development of the new King Abdul Aziz Intl Airport in Jeddah, KSA with Hill International USA as part of Project Management Oversight, and with Landrum & Brown as part of ORAT for the successful opening of Saudia operation at KAIA.

## SUBSIDIARIES SENIOR MANAGEMENT

### MOHD ARIF JAAFAR

Senior General Manager, MA (Sepang)



Gender	
Age	58
Nationality	

Date of Present Appointment: 1 January 2021

#### Academic/Professional Qualifications

- Bachelor's degree of Science in Human Resource Development, Universiti Putra Malaysia
- Graduate Diploma in Aviation and Airport Management, National University of Singapore (Airport Management Professional Accreditation Program)
- Accredited International Airport Professional, ACI-ICAO

#### Experience

Mohd Arif joined Malaysia Airports in 1994 and was appointed to his current role on 1 January 2021. He has almost 30 years of experience with Malaysia Airports and has held senior roles within the Group. These include the Senior Manager of PEN as well as Terminal Manager and Landside Manager of KUL. He has also served as Airport Manager for KBR and IPH and was Head of Security at PEN and AOR.

Mohd Arif has also undergone anti-terrorism assistance training programme conducted by the Federal Aviation Administration of the United States of America in Oklahoma.

### SHAHRUNNIZAM ABD JAMIL

General Manager, Operations KLIA Terminal 2, MA (Sepang)



Gender	
Age	51
Nationality	

Date of Present Appointment: 1 February 2022

#### Academic/Professional Qualifications

- Corporate Diploma in Airport Management, Universiti Teknologi MARA (UiTM)
- Bachelor of Science in Horticulture (Landscape), Universiti Putra Malaysia
- Landscape Maintenance at Royal Botanical Garden Sydney and Melbourne, Australia

#### Experience

Shahrurnizam joined Malaysia Airports in 1999 as a senior executive with MA (Sepang) and was appointed to his current position on 1 February 2022.

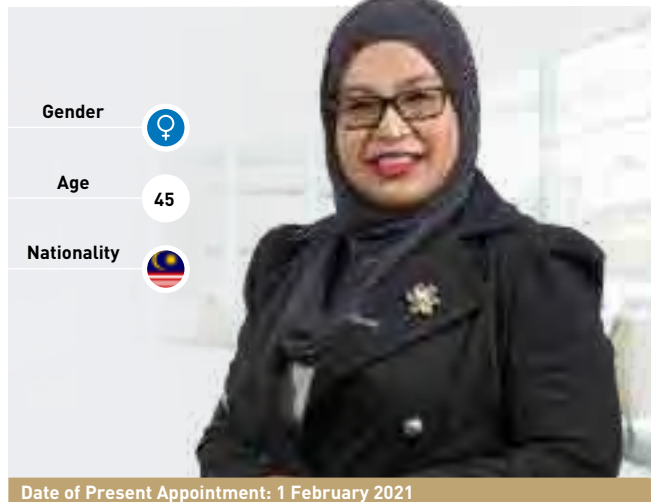
Shahrurnizam had over 21 years of experience working with Malaysia Airports, and he had held various responsibilities within the organisation. This includes senior positions in landscaping and grounds beautification at KUL, Formula 1 management at Sepang International Circuit and various landside operations and management roles at KUL. He was also assigned as the interfacing head during the development of KL International Airport Terminal 2 until its completion.

Prior to joining Malaysia Airports, Shahrurnizam was a Landscape Construction Manager with Arkitek Jururancang Malaysia where he was part of the team that contributed to the completion of KL International Airport in 1998.

## SUBSIDIARIES SENIOR MANAGEMENT

**TS. BIBI SABRENA SAKANDAR KHAN**

Project Director, Client Office KLIA

**Academic/Professional Qualifications**

- Master's Degree in Facility Management, Universiti Teknologi MARA
- Bachelor's Degree in Engineering (Civil), Universiti Teknologi MARA
- Corporate Diploma in Airport Management
- Professional Technologist, Malaysia Board of Technologists (MBOT)

**Experience**

Bibi Sabrena joined Malaysia Airports in 2006 and was appointed to her current role as the Project Director, Client Office KLIA on 1 February 2021.

She began her career with Malaysia Airports and had shouldered the responsibilities as an Engineer at MA (Sepang), and Senior Manager of Engineering Business Intelligence at Malaysia Airports' Engineering Division. She is now leading the KLIA's Asset Replacement Plan for Baggage Handling System and Asset Replacement Plan for Automated People Mover.

**IR. TS. AZMAN YUSUF**

General Manager, Engineering

**Academic/Professional Qualifications**

- Graduate Diploma in Business Administration, National University of Singapore
- Degree in Engineering (Civil), Universiti Sains Malaysia
- Professional Engineer with Practising Certificate (PEPC) (P.Eng), Board of Engineers Malaysia
- Member, The Institution of Engineers, Malaysia (IEM)
- Professional Technologist, Malaysia Board of Technologists (MBOT)

**Experience**

Ir. Ts. Azman Yusuf joined Malaysia Airports in 1999 as an Engineer and was appointed to his current position on 1 January 2022. A man with vast experience in the Civil Engineering industry, Ir. Ts. Azman started his career with a consultant firm involved in Lebuhraya Pantai Timur (LPT) and construction company for KL Sentral.

Ir. Ts. Azman had over 24 years experience in Operating & Maintenance (O&M) of airport systems at Malaysia Airports (Sepang) Sdn Bhd and Malaysia Airports Sdn Bhd (MASB) covering areas mainly in Electrical Power Distribution system, Water Reticulation system, Wastewater Treatment system, Baggage Handling & Screening process, Airfield Ground Lighting and Airport Pavement.

His diverse experience covers almost all professional engineering services, such as consulting, construction, O&M and management of engineering works and projects.



## SUBSIDIARIES SENIOR MANAGEMENT

### ABD HASMAN ABD MUHIMIM

General Manager, Operations KLIA, MA (Sepang)



Gender	
Age	43
Nationality	

Date of Present Appointment: 1 February 2022

#### Academic/Professional Qualifications

- Bachelor's degree in Foodservice Management, Universiti Teknologi MARA
- Corporate Diploma in Airport Management, Universiti Teknologi MARA
- Diploma in Chef Training, Universiti Teknologi MARA

#### Experience


Abd Hasman is the General Manager of Operations for KLIA Terminal 1 effective 1 February 2022. He started his career with Malaysia Airports in 2004 as an Executive in the Flight Operations Centre and moved his way up to be the Terminal Manager for KLIA in 2010. He then joined Pinewood Iskandar Malaysia Studios as a Facilities and Operations Manager before rejoining Malaysia Airports in 2018.

With close to 20 years of experience in facilities and operations management, as well as being an accredited International Airport Professional since 2013, Abd Hasman was nominated to serve as an observer for the Airport Council International (ACI) ASQ Subcommittee.

### KAMARUZZAMAN RAZALI

Senior General Manager, MASB



Gender	
Age	59
Nationality	

Date of Present Appointment: 1 April 2023

#### Academic/Professional Qualifications

- Degree in Business Administration, Universiti Teknologi MARA
- Diploma Business Study, Mara Institute of Technology
- Diploma in Airport Management, National University of Singapore
- Accredited International Airport Professional, International Civil Aviation Organisation

#### Experience

Kamaruzzaman joined Malaysia Airports in 2000 as Operations Executive at KUL. He was appointed to his current position in 1 April 2023.

Prior to this, he held the position of General Manager of Malaysia Airports Sdn. Bhd., overseeing the operations of all airports in Malaysia except for KUL.

He was previously the Senior Airport Manager for BKI and also Airport Manager for MYY, KBR and TGG. Kamaruzzaman started his career with the Department of Civil Aviation (now known as CAAM) in 1984, working with the Engineering Division at the then Sultan Ismail Airport, Johor Bahru.

## SUBSIDIARIES SENIOR MANAGEMENT

**MOHAMMAD NAZLI ABDUL AZIZ**

Executive Director, ISG &amp; SGC

**Academic/Professional Qualifications**

- Bachelor of Building, University of New South Wales, Australia
- Chartered Building Professional

**Experience**

Nazli joined Malaysia Airports as Senior General Manager, Commercial Services in 2016. Prior to that, he was the Senior General Manager of Commercial and Chief Operating Officer at KLCC Property Holdings Berhad, where he managed top-end commercial real estate and was in charge of the operations for various development components within the KLCC precinct.

Nazli started his career in quantity surveying and project management in the property sector. He was also instrumental in the initial planning, marketing, and sales of the award winning 2,300-acre Bukit Jelutong mixed development project – Kumpulan Guthrie Berhad's maiden foray into property development.

Nazli was later attached to TDM Berhad, a listed vehicle of the Terengganu State Government, overseeing their business expansion into the property, F&B and healthcare industries both in Malaysia and in Southeast Asia.

**BERK ALBAYRAK**

Chief Executive Officer, ISG &amp; SGC

**Academic/Professional Qualifications**

- M.S Civil Engineering, Middle East Technical University, Türkiye
- B.S Civil Engineering, Middle East Technical University, Türkiye

**Experience**

Berk joined the company in 2009 as Chief Operating Officer and was appointed as Technical Services Director in 2018 before assuming his current position as Chief Executive Officer. Before that, he served as a Department Manager with the joint venture responsible for the construction of the International Terminal Building and Apron at SAW.

He had also served in the General Directorate of State Airports Authority of Türkiye (DHMI) from 1998 till 2007 in various capacities including as Director of its construction division.

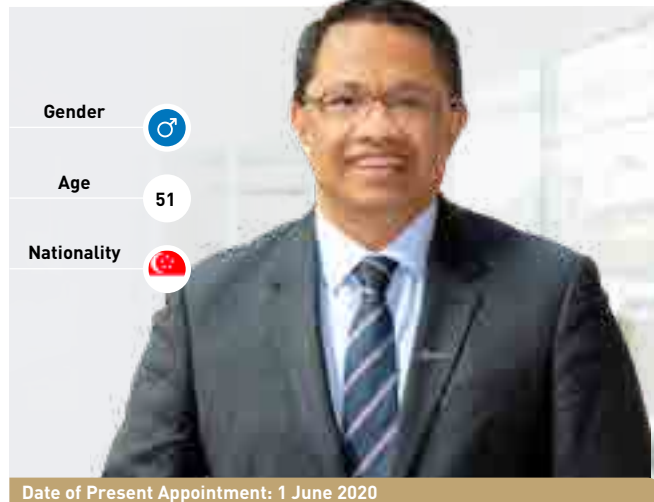
During his tenure with DHMI, he supervised large construction projects at Atatürk Airport, Antalya Airport, Izmir Adnan Menderes Airport, Ankara Esenboğa Airport and Siirt Airport.

A civil engineer by training, Berk started his career as a Site Engineer for the Baki Group of Companies.

## SUBSIDIARIES SENIOR MANAGEMENT

### ZULHIKAM AHMAD

Deputy CEO/Head of Corporate Services, ISG & SGC



#### Academic/Professional Qualifications

- Bachelor's Degree (Hons) in Accountancy, Nanyang Technological University, Singapore
- Fellow Chartered Accountant of Singapore

#### Experience

Zulhikam joined Malaysia Airports as General Manager, Malaysia Airports (Niaga) in 2015. Prior to Malaysia Airports, he was General Manager of Sales and Operations for 7-Eleven in Malaysia for 5 years, where he had transformed their operations, profitability and business process across more than 2,000 convenience stores. He had also previously turned around a leading international hypermarket chain in the Klang Valley.

Zulhikam started his journey as a graduate trainee with a leading oil and gas company. In his 12 years with the organisation, he gained experience through a wide range of roles and responsibilities including Finance, Retail Operations, Health, Safety, Security and Environment (HSSE), and Learning & Development. His last role with this company was as the Learning & Development Consultant for their Financial University covering the Asia Pacific, Middle East, and Africa regions.

In his last role before his secondment to ISG, he turned around the profitability, operations and business process of MA Niaga from 2015 to 2020 through close collaboration with partners, operations excellence, discount management and cost optimisation measures. He brings these expertise together with his drive, passion and commitment to excellence to Istanbul.

### TAHIRAH MOHD. NOR

Chief Financial Officer, ISG



#### Academic/Professional Qualifications

- Bachelor of Accounting, University Malaya
- Member of the Malaysian Institute of Accountant (MIA)
- Member of Malaysian Institute of Chartered Accountant (MICPA)

#### Experience

Tahirah joined Malaysia Airports as Chief Financial Officer of ISG on 1 May 2022. Tahirah has over 20 years of experience spanning the Oil and Gas industry, property development, shipping, and assurance services. She started her career as Assurance Manager in Ernst & Young, Malaysia and thereafter holds various senior positions in local and public listed companies. Her experience covers the fields of corporate accounting, corporate finance & treasury, strategy planning & risks management and investment monitoring. Prior to joining Malaysia Airports, she was the CFO of Orkim Sdn. Bhd., a key portfolio company of Ekuinas Nasional Berhad, a government-linked agency.

## SUBSIDIARIES SENIOR MANAGEMENT

**RANDHILL SINGH**

Head of KLIA Aeropolis

**Academic/Professional Qualifications**

- Master of Business Administration, University of Malaya
- Bachelor's Degree in Civil Engineering, University of Malaya
- Certified International Airport Professional

**Experience**

Randhill joined Malaysia Airports in January 2008 and was appointed as the Head of KLIA Aeropolis on 1 January 2021, overseeing KLIA Aeropolis' development and real estate development across airports in Malaysia including the Subang Airport Regeneration initiative.

He is responsible for the execution of Malaysia Airports' cross-border joint ventures relating to real estate and non-airport development within Malaysia which includes joint ventures with Mitsui Fudosan, Alibaba and Boustead Projects (Singapore). Most recently, Randhill was instrumental in securing the land lease extension for 99 years from the Government of Malaysia for the KLIA Aeropolis development.

Prior to that, he had also undertaken various roles in Malaysia Airports including Transformation Management, Malaysia International Aerospace Centre and Group Corporate Planning.

**AHMAD TARMIZI MOHD HASHIM**

Executive Director, Malaysia Airports Consultancy Services, Middle East LLC (MACS ME)

**Academic/Professional Qualifications**

- Master of Business Administration, Keele University, UK
- Postgraduate Diploma in Airport Management, International Aviation Management Training Institute, Canada
- Rated Air Traffic Controller

**Experience**

Ahmad Tarmizi started his career as an Air Traffic Controller with the Department of Civil Aviation (now known as CAAM). He joined Malaysia Airports in 1992 and was assigned as a Project Manager for the KLIA project in 1993.

Following the smooth operation of the project, he pursued other international consulting opportunities across the globe in his area of expertise - Operations, Readiness and Airport Transfer (ORAT). Some of the companies he was attached to are XYBASE Inc., Omega Alpha Aviation, TAV Airports Holding and the International Air Transport Association (IATA), to name a few.

Ahmad Tarmizi re-joined Malaysia Airports in 2010 and served in several senior positions including Technical Director, Senior Airport Consultant and the General Manager of Malaysia Airports Consultancy Services. He was appointed to his current position in 2016 as the Executive Director of Malaysia Airports Consultancy Services Middle East LLC.

With over 30 years of experience in the international aviation industry, Ahmad Tarmizi has been involved in more than 40 airport projects worldwide. His current role allows him to expand his repertoire to include airport IT systems and Facility Management Services at the Hamad International Airport in the State of Qatar.

## SUBSIDIARIES SENIOR MANAGEMENT

### TS. NURSHUHAILA MOHD AMIN

General Manager, UTW



Gender	
Age	49
Nationality	

Date of Present Appointment: 1 November 2018

#### Academic/Professional Qualifications

- Masters Degree in Business Administration from Open University of Malaysia
- Degree in Computer Studies, University of Glamorgan, Wales, UK
- Diploma in Computer Science, Universiti Teknologi MARA
- Registered Professional Technologist with the Malaysia Board of Technologists

#### Experience

Nurshuhaila was appointed to her current role in 2018. She has over 21 years of experience in the Facility Management industry.

Nurshuhaila is an appointed committee member of the Malaysian Association of Facility Management. She has also participated in various Facility Management working committees as the industry representative.

### SUNDRALINGAM KULENDRA

General Manager, Sama-Sama Hotels KLIA



Gender	
Age	59
Nationality	

Date of Present Appointment: 16 April 2019

#### Academic/Professional Qualifications

- Master's Degree in Hotel Management, Université de Toulouse-Le Mirail, France
- Diploma in Hotel Management, Ecole Hotelier Les Roches, Switzerland

#### Experience

Sundra was appointed to his current role in 2019. He had previously joined the Pan Pacific Hotel in 2011 as Executive Assistant Manager and was involved in the hotel's rebranding to Sama-Sama Hotel KL International Airport. In 2018, he was appointed to lead the hotel as Acting General Manager.

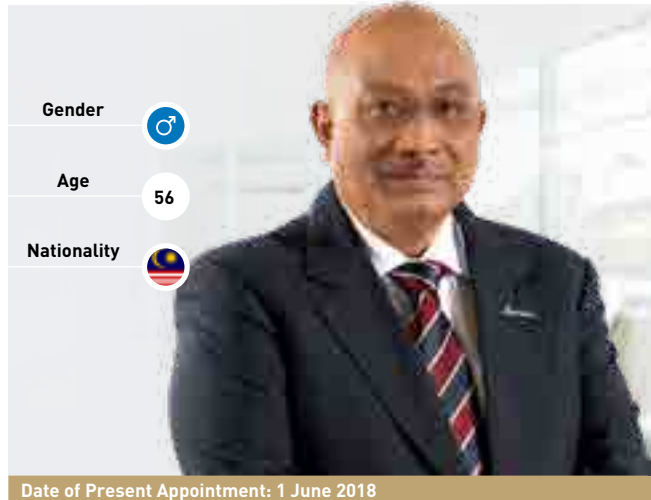
Sundra studied and worked professionally in Switzerland for 12 years in various hotels and resorts. He returned to Malaysia in 1996 and served in a few local hotels before joining the Pan Pacific Hotel.

His experience spans a wide range of the hospitality industry including business operations, development of new products and services, and process improvement.

## SUBSIDIARIES SENIOR MANAGEMENT

**AZHAR ARSHAD**

General Manager, MAAH

**Academic/Professional Qualifications**

- Masters of Business Administration, University of Victoria, Australia
- Member, Incorporated Society of Planters

**Experience**

Azhar joined Malaysia Airports as Manager, MAB Agriculture Horticulture (MAAH) in 1998 and was appointed to his current position in 2018.

Prior to joining Malaysia Airports, he had started his career at Sime Darby Plantations in 1988 where he held several positions in Sime Darby Plantations.

He also gained hands-on experience when he was posted to estates in Peninsular Malaysia focusing on oil palm and rubber plantations.

**MD FADZWIN ABDUL RAHIM**

General Manager, MA (Niaga)

**Academic/Professional Qualifications**

- Bachelor of Business Administration (Retailing), Open University of Malaysia
- Diploma in Agriculture Engineering, University Putra Malaysia

**Experience**

Md Fadzwin Abdul Rahim was appointed to his current role on 1 July 2022. Prior to that, he was the Covering General Manager of MA (Niaga).

Before joining the company, Fadzwin was attached to Aeon (formerly known as Jusco), he then joined Malaysia Airports in 1994 as Assistant Duty Manager of MA (Niaga), and subsequently was entrusted with other positions and portfolios within MA (Niaga). By 2007, he rose through the ranks and was promoted to Senior Manager of Information Management.

He was then tasked to head the Support Service and Supply Chain of MA (Niaga) in 2010, which saw him leading a team in tendering for business opportunities at Juanda International Airport, Surabaya. He also led the MA (Niaga) relocation exercise and new business opening from Subang International Airport to Terminal 1, KL International Airport in 1998 and subsequently from LCCT to Terminal 2, KL International Airport (formerly known as KLIA Terminal 2) in 2014.

During his tenure with MA (Niaga), he also participated in the tendering exercise for New Delhi, Cebu, and Jeddah airports. Internally, he was also involved in several cross-functional initiatives under the Blue Ocean Strategy and INSEAD programmes.

**Additional information on Group Senior Management and Subsidiaries Senior Management**

Unless stated in their profiles, none of them has:

- Any directorship of public companies and listed issuers;
  - Any family relationship with any director and/or substantial shareholder of the listed issuer;
  - Any conflict of interest with the listed issuer;
  - Any list of convictions for offences within the past 5 years other than traffic offences; and
  - Any particulars of sanctions and penalties imposed by relevant regulatory bodies.
- Does not hold more than 5 directorships in listed issuers

## CORPORATE GOVERNANCE OVERVIEW STATEMENT



**The Board of Directors (the Board) is pleased to present Malaysia Airports' Corporate Governance Overview Statement (CG Overview Statement) to provide shareholders and investors with an overview of the corporate governance (CG) practices of the Company during the financial year 2022.**

Malaysia Airports is committed in maintaining high level commitment in carrying out our oversight roles of overseeing the management of affairs of the Company as we remain committed to promoting sound corporate governance practices and a culture of integrity as well as transparency throughout Malaysia Airports Group (the Group). The Board upholds that good corporate governance is of utmost

importance for charting the Group's strategic direction and guiding decision-making processes, and to continuously achieve sustainable long-term value for the stakeholders.

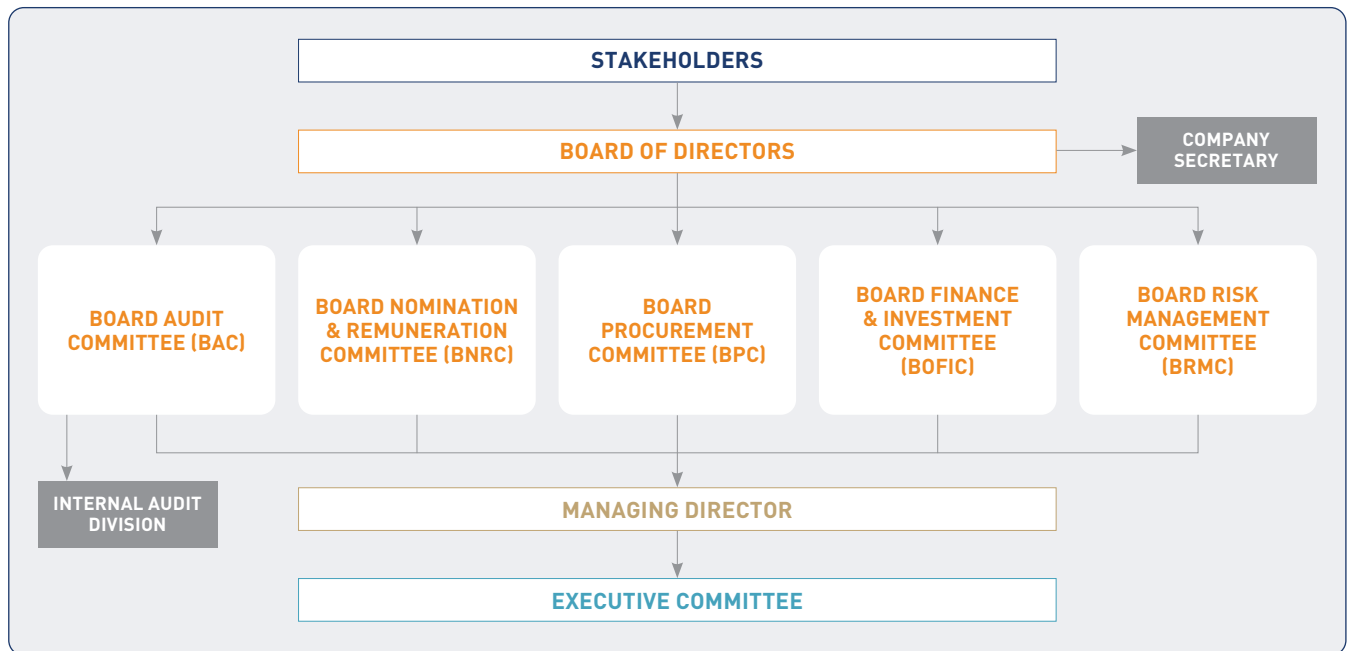
During the year under review, Malaysia Airports remained affirmed in upholding compliance with the following statutory and regulatory requirements, guidelines, and governance best practices:

- Companies Act 2016.
- Main Market Listing Requirements (Listing Requirements) of Bursa Malaysia Securities Berhad (Bursa Securities).
- Malaysian Code on Corporate Governance 2021 (MCCG 2021).
- Corporate Governance Guide 4<sup>th</sup> Edition 2021 (CG Guide) by Bursa Securities.
- Corporate Disclosure Guide by Bursa Securities.
- ASEAN Corporate Governance Scorecard; and
- Developments in market practice and regulations.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### CORPORATE GOVERNANCE FRAMEWORK

With continuous guidance from the Board, the Malaysia Airports’ corporate governance structure remains robust and effective across the Group. Responsibility for good governance lies with the Board, and to ensure the effective discharge of its functions and responsibilities, the Board delegates its powers to the Board Committees and Managing Director (MD) as well as to the Executive Committee (EXCO) which comprises Senior Management personnel. The Board, in implementing corporate governance best practices, ensures accountability to the Company’s shareholders and other stakeholders. Malaysia Airports’ Corporate Governance Framework can be illustrated as follows: -



This statement provides an overview of Malaysia Airports’ application of the following three (3) key principles of corporate governance as set out in the MCCG 2021: -



We hereby present our application and adoption of the recommendation and practices of MCCG 2021 throughout this statement. This statement is prepared in compliance with Listing Requirements of Bursa Securities, and it is to be read together with the CG Report 2022 of the Company (CG Report) which is available on the Company’s website at [www.malaysiaairports.com.my](http://www.malaysiaairports.com.my).

As of 31 December 2022, Malaysia Airports adopted and applied 41 out of 43 recommended practices by MCCG 2021 together with 3 out of 5 optional step-up practices. The CG Report provides the details on how the Company has applied each Practice as set out in the MCCG 2021 during the financial year 2022.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

##### Roles and Responsibilities of the Board

The Board is responsible for overseeing and monitoring the business operations of the Company in an effective and responsible manner. Each member of the Board has a duty to act in the best interest of the Company. In this respect, the Board sets the Company's values and standards, and ensures that its obligations to the shareholders and other stakeholders are fulfilled.

In discharging its functions, the main roles and responsibilities of the Board are as follows: -

- Review and approve the Group's overall strategy, vision, mission, objective, core values, brand promise and governance framework of the Group.
- Review and approve corporate key performance indicators (KPIs) and targets.
- Provide guidance on strategic direction, challenge assumptions, priorities and options, and review business plans and budgets put forward by Senior Management.
- Set the Company's enterprise risk management framework, review major risk exposure and ensure that appropriate risk mitigation plan is in place and consider risk factors for major projects.
- Together with Senior Management, promote good governance culture that upholds ethical and professional behaviour in keeping with the Company's brand promise.
- Review the performance of MD and Senior Management against the corporate KPIs.
- Plan and determine the succession plan of Senior Management including appointment, compensation, renewal of employment contracts and replacement.
- Oversee the implementation of investor relation programmes and appropriate shareholders' communication policy.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

**A** BOARD LEADERSHIP AND EFFECTIVENESS

### BOARD OF DIRECTORS



**Tan Sri Datuk Zainun Ali**  
 Non-Independent Non-Executive Chairman  
*(Appointed on 17 February 2023)*

MEETING ATTENDANCE:  
 N/A

**Members**

**Dato' Iskandar Mizal Mahmood**  
 Managing Director  
 Meeting Attendance: 14/14

**Datuk Azailiza Mohd Ahad**  
 Senior Independent Non-Executive Director  
 Meeting Attendance: 14/14

**Datuk Johan Mahmood Merican**  
 Non-Independent Non-Executive Director  
 Meeting Attendance: 5/6  
*(Appointed on 29 June 2022)*

**Tan Sri Mohamad Salim Fateh Din**  
 Independent Non-Executive Director  
 Meeting Attendance: 5/5  
*(Appointed on 25 July 2022)*

**Dato' Normah Osman**  
 Non-Independent Non-Executive Director  
 Meeting Attendance: 14/14

**Dato' Ir. Mohamad Husin**  
 Independent Non-Executive Director  
 Meeting Attendance: 14/14

**Wong Shu Hsien**  
 Non-Independent Non-Executive Director  
 Meeting Attendance: 12/14

**Ramanathan Sathiamutty**  
 Independent Non-Executive Director  
 Meeting Attendance: 14/14

**Rohaya Mohammad Yusof**  
 Non-Independent Non-Executive Director  
 Meeting Attendance: 14/14

**Cheryl Khor Hui Peng**  
 Independent Non-Executive Director  
 Meeting Attendance: 5/5  
*(Appointed on 25 July 2022)*

**Former Members who served during the year under review:**

**Dato' Seri Diraja Dr. Zambry Abd Kadir**  
 Non-Independent Non-Executive Chairman  
 Meeting Attendance: 14/14  
*(Resigned on 3 December 2022)*

**Datuk Zalekha Hassan**  
 Independent Non-Executive Director  
 Meeting Attendance: 8/8  
*(Retired on 2 June 2022)*

**Datuk Seri Yam Kong Choy**  
 Senior Independent Non-Executive Director  
 Meeting Attendance: 8/8  
*(Retired on 2 June 2022)*

**Rosli Abdullah**  
 Independent Non-Executive Director  
 Meeting Attendance: 9/9  
*(Resigned on 1 July 2022)*

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

##### MAIN AREAS OF OVERSIGHT

- Overall strategy, vision, values, and governance framework of the Group.
- The Company's Annual Audited Financial Statements and Quarterly Financial Statements.
- Payment of dividends and the Company's dividend policy.
- The Group's annual budget and any amendment to allocation, borrowing and security, acquisitions and disposals of tangible/non-tangible assets and capital expenditure over a specified amount.
- Company's long-term financial plan and annual capital expenditure programme.
- Approval of any significant change in accounting policies and practices.
- Approval of all circulars, resolutions and corresponding documentation sent to stakeholders.
- Approval of changes in the capital structure of the Company with regards to issuance or allotment of shares or other securities, or its status as a public listed company.
- Appointment or removal of MD and Company Secretary.
- Recommendation to shareholders for the appointment, re-appointment, or removal of the external auditors.
- Appointment, re-appointment or removal of Directors and recommendation for their election or re-election for consideration of shareholders, pursuant to the Company's Constitution.
- Approval for the establishment of Board Committees, their terms of reference, review of their activities and where appropriate, ratification of their decisions.

##### MAIN ACTIVITIES IN 2022

- Terms for ISG COVID-19/Force Majeure Relief Treatment and Midfield Terminal Project for ISG.
- Matters related to the Operating Agreements between the Government and Malaysia Airports.
- Material litigations and issues with material financial impact.
- Revision of Internal Policies.
- Joint Venture and Land Development at Lapangan Terbang Sultan Abdul Aziz Shah Subang.
- Full year result for financial year ended 31 December 2021 and approval of Audited Financial Statements for financial year ended 31 December 2021.
- Quarterly Result Announcements.
- Corporate Scorecard and Key Performance Indicators (KPIs) of Senior Management for FY2021 and FY2022.
- COVID-19 Screening & Testing and Related Value-Added Service at KLIA Terminal 1 and 2 and Other International Airports.
- Maintenance, Repair & Overhaul Facility for Collins Aerospace at Subang Aerotech Park.
- Change of Composition of Board Committees.
- Revision of Terms of Reference of Board Committees.
- Proposed Appointment of Concessionaire to Redevelop Satellite Building Centre Court and Operation of New Retail Outlets.
- Assessment in Governance, Risk and Compliance for Procurement Tender Process for Automated People Mover (APM).
- Issuance of Senior Sukuk Under the Sukuk Wakalah Programme.
- Strategic Roadmap for subsidiaries companies.
- Memorandum of Business Exploration with Pelaburan Hartanah Berhad for Development of Aeronautical Support Zone Two (2) and KLIA Aeropolis.
- FY2021 Performance Result for Company Secretary.
- Extension of Concession Period and Sublease Term for Commercial.
- Design, Construction, Installation, Completion, Testing & Commissioning of Proposed Baggage Handling System (BHS) Asset Replacement Program.
- Matters Related to Pestech Technology Sdn Bhd (PTSB) on Delivery of Asset Replacement Project (ARP) for APM.
- Infrastructure Works for Digital Free Trade Zone (DFTZ) and Its Associated Works.
- Special Incentive Programme for Restoration and Development of International Connectivity and Traffic.
- Audit Fees for the Group for Financial Year Ended 31 December 2022.
- Appointment of Consultant for Board Performance Evaluation 2022.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

## A BOARD LEADERSHIP AND EFFECTIVENESS

**Delegation to Management**

The responsibility of managing the Company is delegated to Senior Management through the MD. In this regard, the Board sets the Company's policies and strategic directions, and ensures its decisions are executed accordingly by Senior Management. The implementation of policies and strategic directions, and execution of Board decisions are controlled via written procedures [i.e., Limits of Authority (LOA) and Procurement Policies & Procedures (Procurement Manual)] which outline the appropriate approving authority and types of decisions required.

**Roles of Chairman, Managing Director and Senior Independent Director**

To ensure an effective discharge of responsibilities, there is a clear division of responsibilities between the running of the Board and the executives responsible for the running of the day-to-day business operations of the Group. This division of responsibilities helps ensure objectivity between the functions of the Board and Senior Management.

Consistent with Practice 1.3 of MCCG 2021, the positions of Chairman, MD and Senior Independent Director of the Company are held by different individuals. The distinct and separate roles of the Chairman who heads the Board, Senior Independent Director who is a point of contact for shareholders and other stakeholders, and MD who leads the Management also ensures a balance of power and authority, which in turn ensures high level of corporate governance and that no one individual has unfettered decision-making power. The respective roles of the Chairman, Senior Independent Director, MD, and their division of responsibilities are tabulated below: -



**TAN SRI DATUK ZAINUN ALI**  
Chairman

**ROLES AND RESPONSIBILITIES OF CHAIRMAN**

- Lead the Board in setting values and governance standards of the Company.
- Maintain a relationship of trust with and between Board members.
- Ensure the provision of accurate, timely and clear information to the Board.
- Ensure effective communication with shareholders and other stakeholders.
- Act as facilitator for meetings to ensure: -
  - adequate notice of meetings.
  - adequacy of information for Board meetings.
  - no member dominates the discussion.
  - full discussion takes place.
  - variety of opinion among Board members is drawn out.
  - outcome of discussions results in logical and coherent policy to guide the MD and against which the performance of the Company can be monitored; and
  - consensus is obtained in Board meetings and when necessary, to call for vote.
- Arrange annual evaluation of the performance of the Board and Board Committees.
- Facilitate effective contribution from Board members and ensure constructive relations are maintained between Board members.
- Create the conditions required for the effectiveness of the Board and individual Directors, both inside and outside the boardroom including the appropriate balance of power, level of accountability and independent decision making.
- Lead discussions among Board members.
- Build a cohesive leadership team consisting of the Board and Senior Management.
- Delegate responsibilities to other Directors, Board Committees and Management.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS



**DATO' ISKANDAR MIZAL MAHMOOD**  
Managing Director

#### ROLES AND RESPONSIBILITIES OF MANAGING DIRECTOR

- Lead the day-to-day management of the Group and chairs the EXCO.
- Responsible for implementing policies, strategies and decisions adopted and agreed by the Board.
- Provide a structure that facilitates clear reporting to the Board with high quality information and recommendations to enable informed decisions in all aspects of the Company's business and strategy.
- Answerable to the Board for the achievement of the agreed goals within the limitations of authority granted by the Board.
- Report to and advise the Board on: -
  - all matters that materially affect the Company and its performance including any potential strategic or significant development prospects.
  - any underperforming business/activities of the Company and outline proposals to rectify the situation; and
  - all material matters that affect or could affect shareholders and the markets in which the shareholders' interests are located.
- Regularly review the succession plan for Senior Management with the Chairman and other Board members.
- Represent the Company to major customers, employees, suppliers, and professional associations.



**DATUK AZAILIZA MOHD AHAD**  
Senior Independent Director

#### ROLES AND RESPONSIBILITIES OF SENIOR INDEPENDENT DIRECTOR

- Serve as a point of contact for shareholders and other stakeholders to voice their concerns relating to the affairs of the Group.
- Chair Board meetings when the Chairman is absent or fail to arrive within 15 minutes or if the Chairman is required to be excused from the meeting.
- Review the notification by the Chairman on acceptance of new directorships in other companies.
- Lead board evaluation on the Chairman.
- Advise the Board if there is any potential conflict of interest by the Chairman.
- Perform such duties as the Board may establish.
- Encourage dialogue session between Independent Directors and Management.

All queries relating to Malaysia Airports Group can be channeled to the Senior Independent Director's email address [sid@malaysiaairports.com.my](mailto:sid@malaysiaairports.com.my) or directed to the following address:

**Datuk Azailiza Mohd Ahad**  
Senior Independent Director

Malaysia Airports Corporate Office  
Persiaran Korporat KLIA  
64000 KLIA, Sepang  
Selangor Darul Ehsan

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

## A BOARD LEADERSHIP AND EFFECTIVENESS

**Board Composition**

The Board currently comprises six (6) Non-Independent Non-Executive Directors (NINEDs) and five (5) Independent Non-Executive Directors (INEDs). The current Board composition complies with the provision of the Company's Constitution and exceeds the minimum requirement of one-third for INEDs as set out in the Listing Requirements. The Board took cognisance of the recommendation of Practice 5.2 of MCCG 2021 with regards to composition of boards of Large Companies to comprise majority INEDs. However, the composition of the Board is subject to the provision of the Constitution of the Company. Rule 113 of the Constitution states that the Minister of Finance Incorporated (MOF Inc), the Special Shareholder, shall have the right from time to time: -

- ▶ To appoint any person; or
- ▶ To nominate any acting director (with the consent of the Director concerned) to be a Government Appointed Director so that there shall not be more than six (6) Government Appointed Directors at any time comprising:
  - (i) The Chairman of the Board.
  - (ii) The Managing Director.
  - (iii) One (1) representative each from the Ministry of Finance and the Ministry of Transport; and
  - (iv) Two (2) other representatives as may be determined.

The composition of the Board reflects the interest of MOF Inc which is adequately represented by the appointment of their nominees without compromising the interest of other shareholders.

At present, one (1) of the NINEDs is a nominee director from Khazanah Nasional Berhad (KNB), the largest shareholder of the Company. Another NINED is a nominee director from Employees Provident Fund (EPF), another major shareholder. The INEDs represent the minority shareholders' interest and their independent voice carries a significant weight in the Board's decision-making process.

On 2 June 2022, Malaysia Airports bade farewell to Datuk Seri Yam Kong Choy and Datuk Zalekha Hassan who retired as INEDs upon the conclusion of 23<sup>rd</sup> AGM. Malaysia Airports then welcomed Datuk Johan Mahmood Merican, representative of Minister of Finance Incorporated (MOF Inc) from Ministry of Finance (MOF) on 29 June 2022.

Thereafter, Malaysia Airports also bade farewell to Rosli Abdullah who resigned as INED on 1 July 2022. On 25 July 2022, the Company welcomed Tan Sri Mohamad Salim Fateh Din and Cheryl Khor Hui Peng as INEDs.

On 3 December 2022, Malaysia Airports bade farewell to Dato' Seri Diraja Dr. Zambry Abd Kadir who resigned as a Non-Independent Non-Executive Chairman and then welcomed Tan Sri Datuk Zainun Ali who was nominated by MOF Inc. as Non-Independent Non-Executive Chairman on 17 February 2023.

The Directors' profiles are available on pages 149 to 159 of this Annual Report.

The Board regularly reviews its composition and the composition of Board Committees to ensure appropriate balance, and the presence of the required skills and experience at all times.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

In conclusion, the Board and Board Committees are content with their compositions and are of the view that, with the current mix of skills, knowledge, experience, and strength of existing Directors, the Board and respective Board Committees are in the position to discharge their duties effectively.

#### Board Composition

1 MD

5 NINEDs

5 INEDs

#### Diversity

The Board believes that a balance of experience, skills, competency, expertise, diversity, and knowledge are key elements to introducing different perspectives into Boards' discussions and to ensure better analysis of risks and opportunities to leading a long-term sustainable business. With such balance, our Board ensures the continuity of effective oversight and informed decision making with respect to issues affecting the Company.

The Board considers diversity in gender, age, and ethnicity of the existing Board members in seeking potential candidate(s) for new appointment on the Board. This helps ensure an appropriate balance between the experienced perspectives of long-serving Directors and new perspectives that bring fresh insights to the Board.

Malaysia Airports has always been supportive of MCCG 2021's recommendation that Large Companies have at least 30% Women Directors. At present, the Board is represented by six (6) Women Directors out of the total eleven (11) Directors which made up 60% of the Board composition.

A Board Diversity Policy has also been established since 2018. It provides that the Board will always maintain minimum 30% Women Directors as its members.

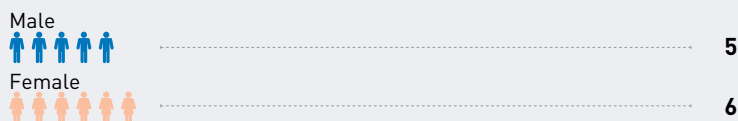
The gender diversity philosophy is cascaded from the Board to the Senior Management throughout the Group. The Company will

continue to take steps to promote diversity, including gender diversity, at operational as well as management level and strive to inculcate a working environment which is free from discrimination. The policy on diversity is also implemented in recruitment and promotion processes.

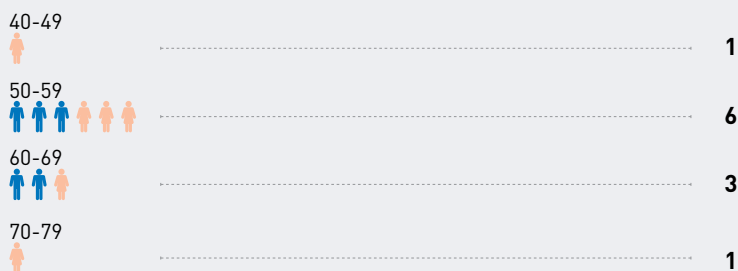
Whilst having regard to gender diversity, the Board also recognises that diversity should also be considered from other aspects such as cultural background, expertise, international and regional exposures, and industry expertise.

Revision to the Company's Board Diversity Policy was made on 31 March 2022.

#### Board Gender Diversity



#### Directors' Age Range



#### Board Members' Ethnicity

8 Malay

2 Chinese

1 Indian

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

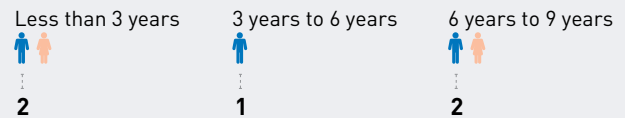
PRINCIPLE

### A BOARD LEADERSHIP AND EFFECTIVENESS

#### Tenure

The Board Charter provides that the tenure of INEDs shall not exceed a cumulative term of nine (9) years or 75 years of age, whichever is earlier. To date, none of the INEDs have served more than nine (9) years or attained the age of 75 years old.

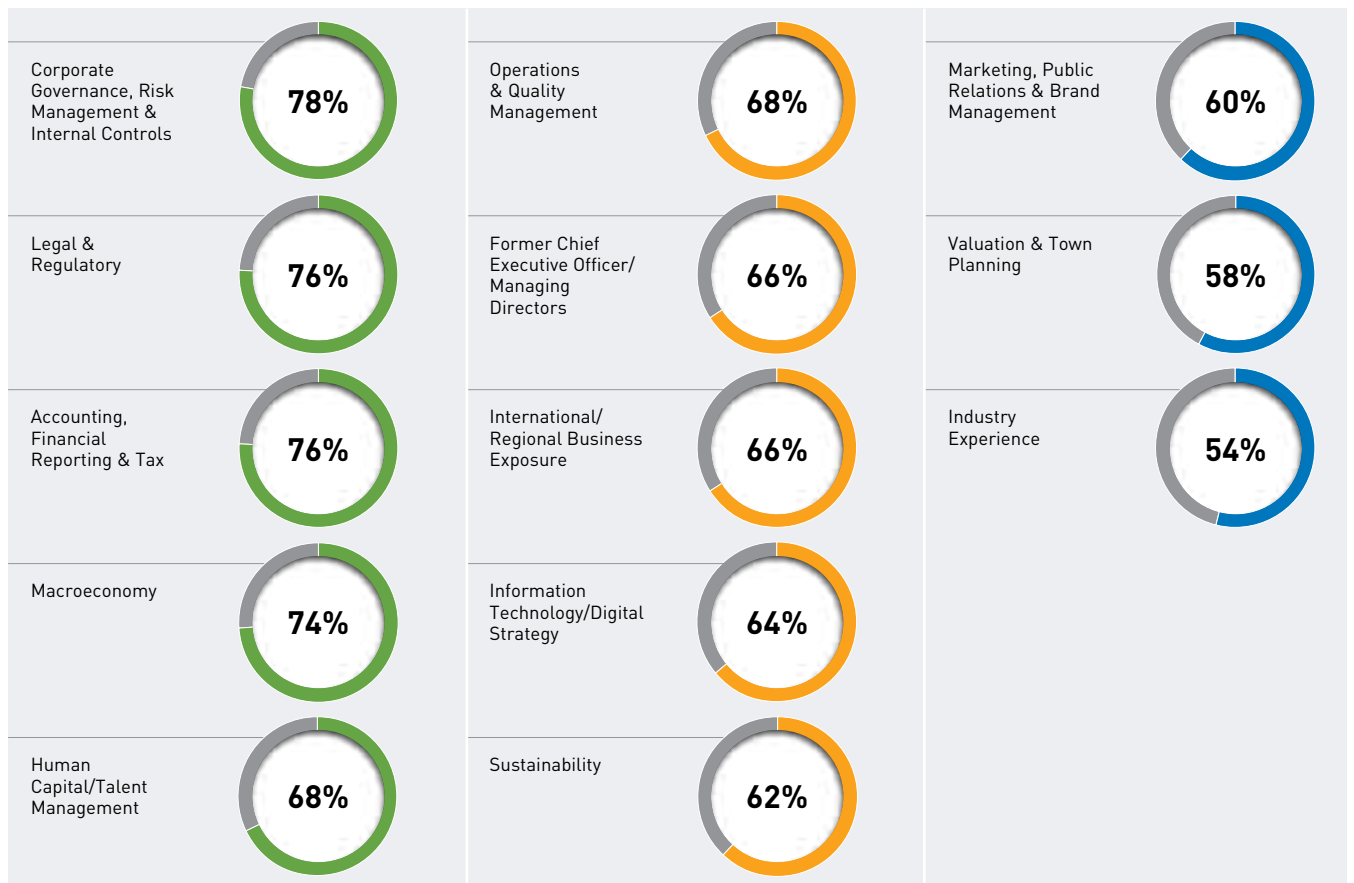
#### Tenure of Independent Directors



#### Board Members' Industry and Background Experience

The Board ensures that it has appropriate mix of diversity, skills, experience and expertise to effectively discharge its collective responsibility.

BNRC will assist the Board in reviewing and ensuring the Directors possess the right mix of skills, competencies, experience and other requirements in managing a highly regulated aviation industry.





## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

##### Board's Attendance

In FY2022, the Board met 14 times. Nine (9) of the meetings were scheduled meetings and five (5) were special meetings. All members of the Board attended more than 50% of their meetings held during the year and they complied with Paragraph 15.05 (3)(c) of the Listing Requirements and provision of the Constitution of the Company. The calculation of the percentage of attendance is based on each Director's date of appointment. This reflects Board members' commitment and dedication in fulfilling their duties and responsibilities.

The details of meetings of the Board, Board Committees and AGM held during the year under review are set out below: -

Meeting	Quarter 1 2022	Quarter 2 2022	Quarter 3 2022	Quarter 4 2022	Total meetings in 2022
Annual General Meeting	-	2 June 2022	-	-	1
Board	12 January 2022 8 February 2022 28 February 2022 22 March 2022 31 March 2022	25 April 2022 29 April 2022 30 May 2022 30 June 2022	28 July 2022 25 August 2022 29 September 2022	20 October 2022 29 November 2022	14*
Board Nomination & Remuneration Committee	14 March 2022 30 March 2022	14 April 2022 26 May 2022 28 June 2022	26 September 2022	25 October 2022 25 November 2022	8
Board Audit Committee	20 January 2022 24 February 2022	25 May 2022	24 August 2022	25 October 2022 25 November 2022	6
Board Finance & Investment Committee	24 January 2022	21 April 2022	-	-	2
Board Procurement Committee	25 January 2022 17 February 2022 21 March 2022	22 April 2022 8 June 2022 23 June 2022	21 July 2022 28 July 2022 15 August 2022 8 September 2022	17 October 2022 30 November 2022	12
Board Risk Management Committee	17 March 2022	-	8 September 2022	19 December 2022	3

\* Out of 14 Board meetings, there were 5 Special (unscheduled) Board meetings held in 2022.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

**A BOARD LEADERSHIP AND EFFECTIVENESS****Supply of Information**

The Chairman has the responsibility for ensuring that the Directors receive accurate, timely and clear information with regards to the Group's financial and operational performance, as well as information contained in proposal papers submitted to the Board and Board Committees. This emphasis on quality information will enable the Board to make sound decisions and provide the necessary advice to Management. To ensure the Board has sufficient time to read and comprehend the contents of any of the papers, all Board and Board Committee papers are issued and submitted electronically to the Board and Board Committees in advance prior to the scheduled meetings. The Company Secretary has a duty to assist the Chairman to ensure the process of disseminating the information is effective and reliable.

Under the current practice, notices of Board and Board Committee meetings are issued to the Directors and Board Committee members as well as individuals invited to the meetings at least 14 days from the date of meetings. The Company endeavours to ensure that the board papers are circulated to all Directors and Board Committees at least five (5) business days in advance to ensure that Directors are provided with sufficient time to prepare for the meetings and facilitate robust discussions.

**Access to Management and Independent Advice**

The Directors have access to Management and unrestricted access to any information relating to the Group to enable them to discharge their duties. The Directors also have direct access to the advice and services of the Company Secretary and are regularly updated on the new statutory requirements relating to the duties and responsibilities of the Directors.

The Directors may seek independent professional advice at the Company's expense collectively as a Board, respective Board Committee or in their individual capacity.

**Declaration of Interest**

As a permanent agenda for Board meetings, the Directors have a duty to declare to the Board should they have any interest, whether direct or indirect, on any agenda item or transaction proposed to be entered into by the Company. An interested

Director shall abstain from deliberations and decision making on the said agenda item. In the event a corporate proposal is required to be approved by the shareholders, any interested Directors shall abstain from voting on the resolutions relating to the corporate proposal and shall further undertake to ensure that persons connected to them similarly abstain from voting on the resolutions.

**Directors' Commitment**

The Board recognises that it is important for all Directors to be able to dedicate sufficient time to the Company in discharging their responsibilities. The NINEDs or INEDs are expected to commit their time to the Company. Each individual Director confirms his or her understanding on time commitment when the appointment is accepted.

With regards to external appointments, the Board Charter provides that all Board members shall notify the Chairman of the Board before accepting any new directorships. This shall include an indication of time that will be spent on any new appointment.

At present, in compliance with Paragraph 15.06 of the Listing Requirements, no individual Board member has more than five (5) directorships in listed issuers.

**Succession Planning**

The BNRC has the responsibility to ensure adequate succession planning is conducted to ensure the orderly identification and selection of new INEDs in the event of an opening on the Board, whether such opening exists by reason of an anticipated retirement, the expansion of the size of the Board etc.

The Board selects and plans the MD's succession and evaluates the MD, endorses the development plan of those in pivotal positions, understands the pool of future leaders as well as reviewing the philosophy of the Company.

The Board via BNRC also plans for Senior Management succession, including appointing, determining their compensation and where appropriate, replacing Senior Management.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

##### Induction and Continuous Professional Development

Other than the Mandatory Accreditation Programme (MAP) as required by Bursa Securities, newly appointed Directors will receive a comprehensive induction briefing designed to familiarise themselves with the Group's businesses and operations, including the major risks faced within the environment of the Company's business as well as an overview of the additional responsibilities of NEDs.

Directors are encouraged to attend continuous professional development programme to ensure they keep abreast with latest developments and legislations in the areas related in discharging their duties and responsibilities. A dedicated budget for Directors' training is provided each year by the Company.

During the year under review, Directors attended continuous professional development programmes covering various topics ranging from governance, changes in statutory and regulatory requirements and industry trends. To equip them with specific knowledge relating to the operations of the Group, the Directors also attended familiarisation programmes on airport operations and aviation that were intended to enhance their deliberations on matters brought to Board and Board Committee meetings.

Collectively, the Board members spent 82 days attending and participating in training during the year under review.

The following is a summary of trainings or courses attended by the Directors:

List of trainings attended	Mode of Training	Duration in day(s)
<b>Accounting and Audit</b>		
• Financial Reporting on Impact of Climate Change Effects	Seminar	1
• Materiality: Determining ESG Topics That Matter	Workshop	1
• The Audit Committee – Unpacking the roles of the Committee & honing its effectiveness in discharging its responsibilities holistically	Seminar	1
• Audit Committee: The Megatrends & Priorities for Boards	Conference	1
<b>Airport and Aviation</b>		
• 17 <sup>th</sup> ACI Asia-Pacific Regional Assembly	Conference	1
• 41 <sup>st</sup> Session of the ICAO General Assembly	Conference	11
• Walkabout and Familiarisation on the KLIA Terminal 1 Operation Readiness Plan	Site Visit	1
<b>Business and Management</b>		
• Mini EPF Strategy Workshop	Workshop	2
• Khazanah Megatrends Forum 2022	Forum	2
<b>Digitalisation and New Technologies</b>		
• GSMA Mobile World Congress 2022	Conference	3
• Cloud is the Future	Forum	1
<b>Governance and Integrity</b>		
• Governance in Groups	Seminar	2
• MCCG 2021	Seminar	1
• Section 17A MACC Act 2009 – Implementation of TRUST	Seminar	1
• Section 17A MACC Act and Adequate Procedures	Seminar	1
• Conduct of Directors and Common Breaches of Listing Requirements	Seminar	1
• Corporate Governance Conference 2022 – Investment Stewardship in Times of Heightened Sustainability Demands	Conference	1

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

## A BOARD LEADERSHIP AND EFFECTIVENESS

List of trainings attended	Mode of Training	Duration in day(s)
<b>Infrastructure Management</b>		
• Malaysia Rail Industry Dialogue 2022	Forum	1
• Symposium Pelan Tindakan untuk Pelan Keselamatan Jalan Raya Malaysia 2022-2023	Conference	1
• Familiarisation on the Seaport Operations - Tanjung Bruas & Sri Junjungan Port	Site Visit	3
• 17 <sup>th</sup> Green Port Congress	Conference	3
<b>IT Strategy &amp; Governance and ICT</b>		
• Plenipotentiary Conference 2022 (PP-22)	Conference	5
<b>Leadership</b>		
• Steward Leadership for Sustainability	Seminar	1
• Talent Uprising: How Boards Should Rethink Their Talent Strategy in this Era of Opportunity	Forum	1
• Board and Leadership Talk 2022	Forum	1
• International Directors' Summit 2022	Conference	3
• Milken Institute Asia Summit 2022	Conference	3
• Courage Leadership Talk: Building a Winning Talent Strategy for the New Talent Landscape	Forum	1
• Introduction to Corporate Directorship	Seminar	2
<b>Legal</b>		
• Advocacy Sessions for Directors and Senior Management of Main Market Listed Issuer - Continuing Disclosure Requirements & Corporate Disclosure Policy for the Listing Requirements	Seminar	1
<b>Regulatory</b>		
• Mandatory Accreditation Programme (MAP)	Seminar	3
• Companies Act 2016: Practical Guide for Company Directors	Seminar	1
<b>Risk Management</b>		
• Masterclass: Climate Governance from a Risk Viewpoint	Seminar	1
• Cyber Security: What Directors Need to Know	Seminar	1
<b>Sustainability Skills – Social &amp; Environment</b>		
• Overview of Environment, Social & Governance (ESG) and Climate Change	Seminar	1
• TCFD Climate Disclosure Training Programme – TCFD 101 Session	Seminar	1
• TCFD Climate Disclosure Training Programme – TCFD 102 Session	Seminar	1
• TCFD 102 : Building Experience in Climate-Related Financial Reporting	Seminar	1
• Sustainability for the Palm Oil Sector	Seminar	1
• Capacity Building of Task Force on Climate-Related Financial Disclosures (TCFD)	Seminar	1
• Feasibility of a Long-Term Aspirational Goal for International Aviation CO2 Emissions Reductions	Conference	4

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

##### Time spent on training in 2022:

No.	Directors	Time Spent (day)
1.	Dato' Iskandar Mizal Mahmood	14
2.	Datuk Johan Mahmood Merican	4
3.	Dato' Normah Osman	12
4.	Wong Shu Hsien	1
5.	Rohaya Mohammad Yusof	11
6.	Datuk Azailiza Mohd Ahad	4
7.	Tan Sri Mohamad Salim Fateh Din	10
8.	Dato' Ir. Mohamad Husin	1
9.	Ramanathan Sathiamutty	8
10.	Cheryl Khor Hui Peng	17

##### Company Secretary

#### ZAWARDI SALLEH

The Company Secretary of Malaysia Airports is qualified to act as a secretary under Section 235 of the Companies Act 2016. He is a member of The Malaysian Institute of Chartered Secretaries & Administrators (MAICSA) and he holds a Practising Certificate from the Companies Commission of Malaysia. He is accountable for all matters with regard to the proper functioning of the Board as well as to facilitate effective information flows within the Board and Board Committees and between Senior Management and NEDs. He has been with the Company since 2018.

The Company Secretary is also tasked to facilitate the ongoing professional development of all Directors. He constantly keeps himself abreast and educated on the changes and developments in statutory and regulatory requirements, corporate governance and sustainability through continuous education and training. The training programme attended by the Company Secretary in the financial year 2022 are as follows: -

No.	Training	Mode of Training	Duration in day(s)
1.	Walkabout and Familiarisation on the KLIA Terminal 1 Operation Readiness Plan	Site Visit	1
2.	Advocacy Sessions for Directors and Senior Management of Main Market Listed Issuer – Continuing Disclosure Requirements & Corporate Disclosure Policy for the Listing Requirements	Seminar	1
3.	Corporate Governance & Remuneration Practices for the ESG World	Seminar	1
4.	Khazanah Nasional Berhad's Company Secretary Circle	Conference	1
5.	MAICSA Annual Conference 2022 – Challenging the Challenges in Governance	Conference	2

The Board is satisfied with the performance and support rendered by the Company Secretary to the Board in discharging their functions for the year under review.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

**A BOARD LEADERSHIP AND EFFECTIVENESS**

### BOARD NOMINATION & REMUNERATION COMMITTEE (BNRC) REPORT



**Datuk Azailiza Mohd Ahad**  
Senior Independent Non-Executive Director

MEETING ATTENDANCE:  
8/8

**Members**

**Wong Shu Hsien**  
Non-Independent Non-Executive Director  
Meeting Attendance: 8/8

**Ramanathan Sathiamutty**  
Independent Non-Executive Director  
Meeting Attendance: 4/4  
*(Appointed on 3 June 2022)*

**Former Members who served during the year under review:**

**Datuk Seri Yam Kong Choy**  
Senior Independent Non-Executive Director  
Meeting Attendance: 4/4  
*(Retired on 2 June 2022)*

**Datuk Zalekha Hassan**  
Independent Non-Executive Director  
Meeting Attendance: 4/4  
*(Retired on 2 June 2022)*

**KEY FUNCTIONS**

Determines criteria for Board or Board Committees' membership, structure, responsibilities, and effectiveness; reviews the term of office and performance of the Board, other Board Committees, and individual Director; formulates and reviews the policies and procedures on human resource with regards to recruitment, appointment, promotion, and transfer of Senior Management.

Reviews, assesses, and recommends to the Board, remuneration packages of MD, Company Secretary and Senior Management as well as matters relating to employees of the Group, limited to Collective Agreement for Non-Executives, Terms and Conditions of Executives, quantum of bonus and annual increment for employees.

**Composition**

BNRC shall comprise at least three (3) members, all of whom shall be NEDs with the majority being Independent Non-Executive Directors (INEDs). The majority of BNRC members currently consist of INEDs.

**ACTIVITIES IN 2022**

- Composition of Board, Board Committees, and boards of subsidiaries.
- Board Performance Evaluation and Board Improvement Plan.
- Directors' Trainings.
- Remuneration of Board, MD, and Senior Management.
- Establishment of Senior Management positions.
- Corporate Scorecard and Senior Management KPI setting.
- Board and Board Committee Succession Plan and Pool of Potential Directors.
- Nomination, Appointment, Renewal and Succession Plan of Senior Management.
- Talent Development.
- Board and Management Policies.
- Minimum Wage Salary Adjustment.
- Strategic Assignment of Key Management Personnel.
- Performance of Senior Management Personnel for FY2021.
- Review of the Existing Pool of Executive Search Companies for Recruitment of Senior Management.
- Appointment of Consultant for Board Performance Evaluation 2022.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

##### Nomination and Appointment of Directors

The nomination and appointment of Directors is a vital process as it determines the Board composition and quality of Board members as well as their competency. BNRC is entrusted by the Board to review candidates for new appointments to the Board and determine the criteria for the selection of new Directors.

The BNRC, in making its recommendation, will consider the following criteria in the selection of candidates:

- Skills, knowledge, competencies, expertise, and experience.
- Professionalism.
- Integrity.
- Diversity.
- Commitment, contribution, and performance; and
- In the case of candidates for INEDs, BNRC will also evaluate the candidate's ability to discharge such responsibilities or functions as expected of INEDs.

The Board leverages its members' network, shareholders' recommendation, and industry database to source for potential candidates for appointment to the Board.

The process of appointment of INEDs is governed by the Company's Framework for Appointment of Independent Non-Executive Directors which provides step by step procedures from the point of nomination up to the appointment.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

## A BOARD LEADERSHIP AND EFFECTIVENESS

**Directors' Retirement and Re-election**

The Board, via BNRC, reviews the performance of Directors who are subject to retirement and re-election at the AGM through the annual Board Performance Evaluation together with other Directors. This is carried out by giving due regard to their performance and the ability to continue to contribute to the Board in terms of knowledge, skills, and experience. The Board submits its recommendation to the shareholders on the retirement and re-election at the AGM for approval.

As provided under Rule 132 of the Company's Constitution, a director who is newly appointed during the year shall retire at the AGM following his or her appointment.

The following Directors who were appointed since the last AGM are standing for re-election and they have offered themselves to be re-elected at the forthcoming AGM and that the Board has made observations as follows: -

**Tan Sri Datuk Zainun Ali**

Tan Sri Datuk Zainun Ali is a chairman who possesses strong Board leadership skills. She encourages open discussion and expression of views among Board members. She was appointed as Non-Independent Non-Executive Chairman of the Company on 17 February 2023, having previously served in the same role from 18 January 2019 to 11 August 2020. With more than 40 years of experience in legal and judiciary as well as matters relating to integrity, Tan Sri Datuk Zainun Ali's expertise complements the other members of the Board.

**Datuk Johan Mahmood Merican**

Datuk Johan Mahmood Merican has deep knowledge in corporate finance, accounting, and economics, having served in various senior leadership roles in the Government. His presence on the Board enhances the relationship between the Company and the stakeholders, thus fostering better understanding of the interest between all parties. He continues to offer sound views and broad perspective to the deliberations of the Board and Board Committees. He has been making meaningful contributions since his appointment on the Board.

**Tan Sri Mohamad Salim Fateh Din**

Tan Sri Mohamad Salim Fateh Din possesses vast experience in construction, property investment and development industries. He has been proactive in expressing his views during Board and Board Committee meetings and proven to be a team player when it comes to making collective decisions. He has been making meaningful contributions since his appointment on the Board.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

##### Cheryl Khor Hui Peng

Cheryl Khor Hui Peng has extensive exposure and knowledge in finance and audits, as well as governance, internal controls, sustainability, and risk management across a broad range of industries, all of which are complementary to the diversity of skillsets of the Board. She challenges prevailing opinions, while balancing with the need to remain a good team player. She has been making meaningful contributions since her appointment on the Board.

Rule 134 of the Company's Constitution provides that one-third of the Directors, or a number nearest to one-third, who have been the longest in office since their last election shall retire by rotation at each AGM. At the forthcoming AGM, two (2) Directors are to retire in accordance with Rule 134 and they have offered themselves for re-election. They are: -

##### Dato' Ir. Mohamad Husin

Dato' Ir. Mohamad Husin possesses extensive experience in construction and development projects, and maintenance of government facilities, mainly relating to infrastructures. His appointment further strengthens the talent of the Board through his technical expertise and insights as well as working experience with the statutory bodies.

##### Datuk Azailiza Mohd Ahad

Datuk Azailiza Mohd Ahad has continuously demonstrated determination, commitment, and professionalism as a Board member. With her vast experience and extensive knowledge in legal advisory works, she provides insights and varied perspectives to the Board and Board Committees.

### Fit and Proper Assessment

The BNRC is also responsible to conduct fit and proper assessment on any person identified to be appointed as Director or to continue holding the position as Director within the Group prior to initial appointment or proposed re-election/re-appointment as Director. The fit and proper assessment of a Director may also be conducted whenever the Company becomes aware of any information that could materially compromise a Director's fitness and propriety. The fit and proper assessment is guided by the Directors' Fit and Proper Policy of the Company.

The newly appointed Directors and the existing Directors who are seeking re-election at AGMs are required to complete a Fit and Proper Declaration, and such declarations are verified against independent sources. The Directors' Fit and Proper Policy was established by the Board on 25 April 2022.

For FY2022, the Board was satisfied that each of the newly appointed Directors and existing Directors who are seeking re-election at this forthcoming AGM had met the required standard of fitness and propriety.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

## A BOARD LEADERSHIP AND EFFECTIVENESS

**Independence of Directors**

The Board adopts a standard which is met by all individual Directors where it considers “independence” as a matter of individual judgment and conscience. A Director is independent only when he or she is free from any business or other relationship that might interfere with the exercise of his or her independent judgment.

In 2022, BNRC carried out a review of Director’s independence. It concluded that each of the five (5) INEDs are independent at those times and had carried out their duties in an objective and professional manner. The Board was satisfied that the INEDs had represented the interest of minority shareholders as required of them by virtue of their roles and responsibilities. The Board will continue to monitor and review whether there are relationships or circumstances that could potentially affect their independence.

The Board undertakes that the rights of minority shareholders shall not be impaired in any manner and that the number and strength of INEDs are adequate to promote the independence of the Board and safeguard the rights of the minority shareholders. The independence of the Directors is determined according to the independence criteria as set out in paragraph 1.01 of the Listing Requirements. In 2022, all five (5) INEDs satisfied the independence criteria.

**Board Performance Evaluation**

The Board Performance Evaluation (BPE) is intended to evaluate the performance of the Board, Board Committees and individual members of the Board as well as identifying any gaps or areas of improvement where required. The BPE framework is reviewed periodically to ensure that BPE analysis is able to contribute to the Board’s overall effectiveness and is part of an ongoing effort to drive continuous effectiveness of the Board and Board Committees.

As recommended under Practice 6.1, MCGG 2021, the Board through Board Nomination & Remuneration Committee (BNRC) has engaged the independent consultant to conduct the board assessment to undertake a formal and objective

annual evaluation to determine the effectiveness of the board, its committees, and each individual director. At least every three (3) years, to facilitate objective and candid board evaluations.

In 2022, the Board appointed a consultant, namely KPMG Management & Risk Consulting Sdn Bhd (KPMG) to conduct the BPE and provide advice on the evaluation of Board effectiveness. KPMG uses a set of evaluation questionnaires as a tool to evaluate the Board, Board Committees and individual Directors. The forms were rolled out to ten (10) Directors who have served as Board members for the year under review. Responses were duly received from all Directors and findings were analysed accordingly by KPMG. The BPE forms consist of the following Assessment Topics areas: -

Assessment Topic 1	Board of Directors
Assessment Topic 2	Board Skills Matrix
Assessment Topic 3	Directors’ Self and Peer Assessment
Assessment Topic 4	Fit and Proper Assessment
Assessment Topic 5	Independence Assessment of Independent Directors
Assessment Topic 6	Board Audit Committee
Assessment Topic 7	Board Nomination & Remuneration Committee
Assessment Topic 8	Board Risk Management Committee
Assessment Topic 9	Board Finance & Investment Committee
Assessment Topic 10	Board Procurement Committee

One-on-one interview session conducted by KPMG with the all the Board members and selected Senior Management to gather further insights on the responses of the assessment forms on a confidential basis.

The Board and the BNRC were briefed on the findings, overview of the results of the BPE and views of each Board member, of which the findings would be used as a yardstick to measure the Board’s effectiveness. This will form the basis to formulate a Board Performance Improvement Plan (BPI) for the following year.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

##### Board Remuneration

The Board Remuneration structure is designed by benchmarking the Directors' remuneration against peer companies to ensure competitiveness in attracting and retaining high calibre and qualified NEDs on the Board, as well as to ensure that the remuneration commensurate with their responsibilities and duties. The calibre of the NEDs serving the Company is essential in upholding high standards of corporate governance adopted by the Group.

The Chairman and other Board Members received the following fees for the financial year ended 31 December 2022: -

MAHB			
No.	Fee	Chairman	Non-Executive Director
1.	Directors' Fee	Monthly: RM18,000 Annually: RM216,000	Monthly: RM12,000 Annually: RM144,000
2.	Meeting Allowance		
	2.1 Board Meeting	RM5,000/meeting	RM3,000/meeting
	2.2 Board Committee Meeting	RM4,000/meeting	RM2,000/meeting
3.	Senior Independent Director Allowance	-	Monthly: RM1,000 Annually: RM12,000

Subsidiaries of Malaysia Airports			
No.	Fee	Chairman	Non-Executive Director
<b>Directors' Fee</b>			
1.	KLIA Aeropolis Sdn Bhd	Monthly: RM4,000 Annually: RM48,000	Monthly: RM3,000 Annually: RM36,000
2.	K.L. Airport Hotel Sdn Bhd		
3.	MAB Agriculture-Horticulture Sdn Bhd		
4.	Malaysia Airports Consultancy Services Sdn Bhd		
5.	Malaysia Airports Sdn Bhd		
6.	Malaysia Airports (Niaga) Sdn Bhd		
7.	Malaysia Airports (Sepang) Sdn Bhd		
8.	Urusan Teknologi Wawasan Sdn Bhd		
9.	Istanbul Sabiha Gökçen International Airport (ISG) and SGC Airport Operations Trade and Tourism Inc. (SGC)*		

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

## A BOARD LEADERSHIP AND EFFECTIVENESS

## Subsidiaries of Malaysia Airports

No.	Fee	Chairman	Non-Executive Director
<b>Meeting Allowance</b>			
1.	KLIA Aeropolis Sdn Bhd	RM1,500 per meeting	RM1,200 per meeting
2.	K.L. Airport Hotel Sdn Bhd		
3.	MAB Agriculture-Horticulture Sdn Bhd		
4.	Malaysia Airports Consultancy Services Sdn Bhd		
5.	Malaysia Airports Sdn Bhd		
6.	Malaysia Airports (Niaga) Sdn Bhd		
7.	Malaysia Airports (Sepang) Sdn Bhd		
8.	Urusan Teknologi Wawasan Sdn Bhd		
9.	Istanbul Sabiha Gökçen International Airport (ISG) and SGC Airport Operations Trade and Tourism Inc. (SGC)*		

## Committee of Malaysia Airports' Subsidiaries

No.	Fee	Chairman	Non-Executive Director
<b>Meeting Allowance</b>			
1.	ISG and SGC*	RM2,500 per meeting	RM2,000 per meeting

## Management Committee of Malaysia Airports

No.	Fee	Chairman	Non-Executive Director
<b>Meeting Allowance</b>			
1.	Whistleblowing Independent Committee	RM1,500 per meeting	RM1,000 per meeting

\* To be paid to one subsidiary only (i.e., ISG).

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

Details of remuneration received by the Chairman and other members of the Board for the financial year ended 31 December 2022 are summarised as follows:

Category	Salary, Bonus and Other Emoluments (RM)	Directors' Fees		Directors' Other Emoluments^		Benefits-in-Kind^^		Total (RM)
		MAHB (a) (RM)	Subsi (b) (RM)	MAHB (c) (RM)	Subsi (d) (RM)	MAHB (e) (RM)	Subsi (f) (RM)	
<b>Non-Executive Directors</b>								
Dato' Seri Diraja Dr. Zambry Abd Kadir <i>(Resigned with effect from 3 December 2022)</i>	0.00	199,741.94	44,387.10	292,395.20	4,500.00	0.00	0.00	541,024.24
Datuk Johan Mahmood Merican <i>(Appointed with effect from 29 June 2022)</i>	0.00	72,800.00	0.00	17,350.00	0.00	6,867.00	0.00	97,017.00
Dato' Zamzuri Abdul Aziz <i>(Resigned with effect from 8 March 2022)</i>	0.00	27,096.77	9,032.26	12,000.00	0.00	5,000.00	0.00	53,129.03
Dato' Dr. Amiruddin Muhamed <i>(Alternate Director to Dato' Zamzuri Abdul Aziz) (Ceased as Alternate Director to Dato' Zamzuri Abdul Aziz with effect from 8 March 2022)</i>	0.00	0.00	0.00	3,000.00	0.00	0.00	0.00	3,000.00
Dato' Normah Osman	0.00	144,000.00	36,000.00	75,000.00	2,400.00	0.00	0.00	257,400.00
Wong Shu Hsien*	0.00	0.00	0.00	0.00	0.00	3,927.00	0.00	3,927.00
Rohaya Mohammad Yusof	0.00	144,000.00 <sup>#</sup>	0.00	53,350.00	0.00	0.00	0.00	197,350.00
Datuk Azailiza Mohd Ahad	0.00	144,000.00	36,000.00	103,600.00	1,200.00	0.00	0.00	284,800.00
Tan Sri Mohamad Salim Fateh Din <i>(Appointed with effect from 25 July 2022)</i>	0.00	62,709.68	17,541.94	21,000.00	0.00	6,907.00	0.00	108,158.62
Dato' Ir. Mohamad Husin	0.00	144,000.00	96,000.00	109,000.00	4,500.00	0.00	0.00	353,500.00
Ramanathan Sathiamutty	0.00	144,000.00	74,935.48	92,711.75	28,200.00	12,000.00	0.00	351,847.23
Cheryl Khor Hui Peng <i>(Appointed with effect from 25 July 2022)</i>	0.00	62,709.68	8,806.45	31,000.00	1,200.00	7,000.00	0.00	110,716.13
Datuk Seri Yam Kong Choy <i>(Retired with effect from 2 June 2022)</i>	0.00	60,800.00	55,733.34	48,416.67	5,700.00	0.00	0.00	170,650.01
Datuk Zalekha Hassan <i>(Retired with effect from 2 June 2022)</i>	0.00	72,800.00	48,533.34	38,750.00	3,000.00	0.00	0.00	163,083.34
Rosli Abdullah <i>(Resigned with effect from 1 July 2022)</i>	0.00	72,387.10	60,322.57	47,361.75	14,600.00	0.00	0.00	194,671.42
<b>Total</b>	<b>0.00</b>	<b>1,351,045.17</b>	<b>487,292.48</b>	<b>944,935.37</b>	<b>65,300.00</b>	<b>41,701.00</b>	<b>0.00</b>	<b>2,890,274.02</b>

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

## A BOARD LEADERSHIP AND EFFECTIVENESS

Category	Salary, Bonus and Other Emoluments (RM)	Directors' Fees		Directors' Other Emoluments^		Benefits-in-Kind^^		Total (RM)
		MAHB (a) (RM)	Subsi (b) (RM)	MAHB (c) (RM)	Subsi (d) (RM)	MAHB (e) (RM)	Subsi (f) (RM)	
<b>Executive Director**</b>								
Dato' Iskandar Mizal Mahmood	1,434,181.70	0.00	0.00	0.00	0.00	33,241.25	0.00	1,467,422.95
<b>Grand Total</b>	<b>1,434,181.70</b>	<b>1,351,045.17</b>	<b>487,292.48</b>	<b>944,935.37</b>	<b>65,300.00</b>	<b>74,942.25</b>	<b>0.00</b>	<b>4,357,696.97</b>

This disclosure is for the payment made to the respective Directors in financial year 2022.

\* The directors' fees and directors' other emoluments in respect of services rendered to the Company by Ms. Wong Shu Hsien is waived by Khazanah Nasional Berhad, the major shareholder of the Company.

# 50% of director fees paid to Employee Provident Fund ("EPF"), in respect of services rendered to the Company by Puan Rohaya Mohammad Yusof as Nominee Director of EPF.

\*\* Being the Managing Director.

^ Directors' Other Emoluments comprises Senior Independent Director allowance, meeting allowance, car allowance°, entertainment allowance°, personal assistance allowance° and out-of-pocket expenses.

^^ Benefits-in-kind comprises car°, petrol°, driver°° and IT & telecommunication devices.

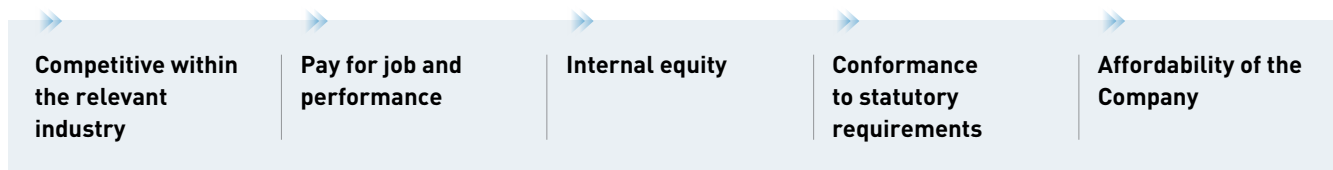
° For Chairman only.

°° For Managing Director only.

In line with the Board Charter, a review of Directors' remuneration is conducted once every three (3) years, or as and when necessary, to ensure that remuneration level is aligned with market and industry practices, business strategy and long-term objective of the Company. The Board believes that the alignment of remuneration offered to the Directors will enable the Company to continue to attract and retain individuals of the required caliber on the Board.

### Senior Management Remuneration

The Company places great importance on the retention of talented employees as its success is dependent on its ability to attract, motivate and retain the right employees. Among the strategies to support this ambition is a competitive remuneration policy which mainly consist of the following principles: -



The Senior Management's performance is evaluated on a yearly basis where the corporate level Key Performance Indicators (KPIs) are set by the Board and cascaded to the Senior Management. The Senior Management's performance is then reviewed in the middle of the year and at the beginning of the following year.

The Board took note of the recommendation of Practice 8.2 of MCGG 2021 regarding the disclosure of top five (5) senior management's remuneration on a named basis in bands of RM50,000. However, the Board opts not to disclose the remuneration of Senior Management, given the sensitive nature of such information, invasion of privacy and high competition for talents in the aviation industry.

At present, the top five (5) Senior Management's remuneration packages are within the range of RM55,000.00 per month to RM86,000.00 per month.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

#### Board Committees

To provide effective oversight and leadership, the Board is assisted by five (5) Board Committees. Similar to the Board, each Board Committee is supported by the Company Secretary, and they have unrestricted access to advice and counsel for the performance of their duties.

#### BOARD AUDIT COMMITTEE (BAC)



**Cheryl Khor Hui Peng**  
Independent Non-Executive Director  
(Appointed on 25 July 2022)

MEETING  
ATTENDANCE:  
3/3

#### Members

**Wong Shu Hsien**  
Non-Independent Non-Executive Director  
Meeting Attendance: 6/6

**Dato' Ir. Mohamad Husin**  
Independent Non-Executive Director  
Meeting Attendance: 6/6

**Datuk Azailiza Mohd Ahad**  
Senior Independent Non-Executive Director  
Meeting Attendance: 6/6

#### Former Member who served during the year under review:

**Rosli Abdullah**  
Independent Non-Executive Director  
Meeting Attendance: 3/3  
(Resigned on 1 July 2022)

#### KEY FUNCTIONS

Reviews and evaluates performance of external auditors and Internal Audit Division in ensuring efficiency and effectiveness of the Company's operations, adequacy of internal control system, compliance with established policies and procedures, transparency in decision-making process and accountability of financial and management information. Reviews related party transactions.

#### Composition

BAC shall comprise no fewer than four (4) members, all of whom are NEDs with the majority being INEDs. At least one (1) member must be a member of the Malaysian Institute of Accountants or having the working experience and qualification as prescribed under Paragraph 15.09(1)(c)(ii) of the Listing Requirements of Bursa Securities.

BAC currently comprises majority INEDs and the Chairman is a member of the Malaysian Institute of Accountants.

#### ACTIVITIES IN 2022

- Review of Board Audit Committee Report for Annual Report 2021.
- Quarterly results and year-end financial statements of the Group.
- Performance Review of MAHB and its Subsidiaries.
- Related Party Transactions.
- 2022 Statutory Audit Plan.
- Enhancement to Audit Plan 2022.
- Internal Audit Activities Progress 2021.
- Internal Audit Activities Progress 2022.
- Internal Audit New Reports.
- Follow Up Audit Activities – Outstanding Issues.
- Revision of Internal Audit Charter.
- Review of Terms of Reference of the Board Audit Committee.
- Corporate Integrity Division Plan for 2022 and Corporate Integrity Division Activity Report.
- Performance Report on Anti-Bribery Management System.
- Integrity and Anti-Bribery Management System Quarterly Report.
- Appointment of New Member of Whistleblowing Independent Committee.
- Revision to the Terms of Reference of Whistleblowing Independent Committee.
- Performance on Adequate Procedures.
- Internal Audit Plan 2023.
- Internal Audit Resource Planning.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

**A** BOARD LEADERSHIP AND EFFECTIVENESS

### BOARD FINANCE & INVESTMENT COMMITTEE (BOFIC)



**Tan Sri Mohamad Salim Fateh Din**  
Independent Non-Executive Director  
*(Appointed on 28 July 2022)*

MEETING ATTENDANCE:  
N/A

**Members**

**Wong Shu Hsien**  
Non-Independent Non-Executive Director  
Meeting Attendance: 2/2

**Datuk Azailiza Mohd Ahad**  
Senior Independent Non-Executive Director  
Meeting Attendance: 2/2

**Rohaya Mohammad Yusof**  
Non-Independent Non-Executive Director  
Meeting Attendance: 2/2

**Former Member who served during the year under review:**

**Datuk Seri Yam Kong Choy**  
Senior Independent Non-Executive Director  
Meeting Attendance: 2/2  
*(Retired on 2 June 2022)*

**KEY FUNCTIONS**

Reviews and monitors financial investment policy and financial investment portfolios of the Group; reviews, evaluates, and assesses prospective investments/divestments, new businesses, projects, and overseas ventures, taking into consideration factors such as strategic rationale, return on investment and resource requirements of those prospects, and make appropriate recommendations to the Board.

Reviews and monitors the performance of local investments, overseas ventures and other strategic/major investments, and oversees current and future capital and financial resource requirement.

**Composition**

BOFIC shall comprise no fewer than four (4) members and at least one (1) member must be an INED. The composition of BOFIC currently consists of two (2) INEDs.

**ACTIVITIES IN 2022**

- KLIA Aeropolis Land Lease Agreement and Development Agreement.
- Land Development at KLIA Aeropolis.
- Lapangan Terbang Sultan Abdul Aziz Shah Regeneration Project.
- Development of Subang Aerotech Park.
- Development of Mitsui Outlet Park at Penang International Airport.
- Updates and Performance Review of Overseas Venture.
- Installation of Solar Photovoltaic.
- Performance Summary of Local Investment Portfolio.
- Revision of Terms of Reference of BOFIC.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

##### BOARD PROCUREMENT COMMITTEE (BPC)

Chairman



**Dato' Ir. Mohamad Husin**  
Independent Non-Executive Director

MEETING  
ATTENDANCE:  
12/12

##### Members

**Datuk Johan Mahmood Merican**  
Non-Independent Non-Executive Director  
Meeting Attendance: 1/4  
*(Appointed on 28 July 2022)*

**Tan Sri Mohamad Salim Fateh Din**  
Independent Non-Executive Director  
Meeting Attendance: 3/4  
*(Appointed on 28 July 2022)*

**Dato' Normah Osman**  
Non-Independent Non-Executive Director  
Meeting Attendance: 12/12

**Ramanathan Sathiamutty**  
Independent Non-Executive Director  
Meeting Attendance: 12/12

##### KEY FUNCTIONS

Reviews and approves procurements of RM10 million up to RM200 million, tender evaluation criteria and selection tendering methods and list of selected tenderers.

Reviews and approves procurement policies and procedures, including the anti-corruption policy and codes of conduct, as well as oversees and monitors the efficiency and effectiveness of procurement processes and support of national development objectives.

##### Composition

BPC shall comprise at least three (3) members made up of both INEDs and NINEDs. The composition of BPC currently comprises a majority of INEDs.

##### ACTIVITIES IN 2022

- Design, Construction, Installation, Integration, Completion, Testing and Commissioning of Baggage Handling System (BHS) Assets Replacement Programme.
- Provision of Shuttle Services at KLIA Terminal 1.
- Provision of COVID-19 Screening, Testing and Related Value-Added Services at KLIA Terminal 1 and 2.
- Design, Construction, Project and Management of Maintenance, Repair and Overhaul (MRO) Facility at Subang Aerotech Park, Lapangan Terbang Sultan Abdul Aziz Shah (LTSAAS).
- Comprehensive Cleaning and Related Services at KLIA Terminal 1 and 2.
- Tenancy of Retail and Food & Beverage Outlets.
- Improvement of Existing Air-Conditioning and Mechanical Ventilation (ACMV) System.
- Implementation of Google Workspace Subscription, Google Cloud Platform Subscription, and Related Google Services.
- Design, Supply, Install, Testing, Commissioning and Associated Works for Airport Integrated Security and Safety System (AIS3).
- Review of Overall Status and Procurement Plan.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

**A BOARD LEADERSHIP AND EFFECTIVENESS**

### BOARD RISK MANAGEMENT COMMITTEE (BRMC)



**Ramanathan Sathiamutty**  
Independent Non-Executive Director

MEETING ATTENDANCE:  
3/3

**Members**

**Dato' Normah Osman**  
Non-Independent Non-Executive Director  
Meeting Attendance: 3/3

**Dato' Ir. Mohamad Husin**  
Independent Non-Executive Director  
Meeting Attendance: 2/2  
*(Appointed on 28 July 2022)*

**Rohaya Mohammad Yusof**  
Non-Independent Non-Executive Director  
Meeting Attendance: 2/3

**Cheryl Khor Hui Peng**  
Independent Non-Executive Director  
Meeting Attendance: 2/2  
*(Appointed on 28 July 2022)*

**Former Members who served during the year under review:**

**Datuk Zalekha Hassan**  
Independent Non-Executive Director  
Meeting Attendance: 1/1  
*(Retired on 2 June 2022)*

**Rosli Abdullah**  
Independent Non-Executive Director  
Meeting Attendance: 1/1  
*(Resigned on 1 July 2022)*

**KEY FUNCTIONS**

Formulates overall risk management framework, occupational safety and health, ICAO safety management system and information security strategy of the Group and recommends for approval and/or approves (whenever applicable) any major risk decisions by the Group.

Oversees senior management's responsibilities in managing risks including information security risks and safety to ensure that the risk management process is in place and functioning.

**Composition**

BRMC shall comprise at least four (4) members made up of both INEDs and NINEDs. BRMC currently comprises a majority of INEDs.

**ACTIVITIES IN 2022**

- Corporate Risk Profile 2022.
- Statement on Risk Management and Internal Control for inclusion in Annual Report 2021.
- Aviation Security.
- Occupational Safety and Health.
- Corporate Quality Management.
- Airport Standards and Safety.
- Insurance Placement 2023 for MAHB Group.
- Resolution for Unregistered Airport Land.
- MAHB Sustainability Framework.
- Substation Tripped Incident Report.

The Terms of Reference (TORs) of each Board Committee are available on Malaysia Airports' website at [www.malaysiaairports.com.my](http://www.malaysiaairports.com.my). The summary of TOR and activities carried out by BAC are set out in BAC Report from pages 226 to 229 of this Annual Report.

Except for BAC which reviews its TOR on an annual basis, other Board Committees review their TOR once in two (2) years.

The Chairmen and members of each Board Committee are appointed by the Board. As a matter of good practice, during each Board meeting, the Chairmen of Board Committees will report the outcome of deliberations from their respective Board Committee meetings held prior to the Board meeting, and relevant minutes of Board Committee meetings would be tabled to the Board for information, as the case may be. This would enable the Board to raise its comments or views on all deliberations and decisions of the Board Committees.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### A BOARD LEADERSHIP AND EFFECTIVENESS

#### CORPORATE GOVERNANCE CULTURE AS OUR CORE

#### Code of Ethics

The Code is intended to provide clear guidelines on permissible or non-permissible conducts in the business practices of Malaysia Airports. The Code is implemented to ensure that all Employees and their representatives comply with the same standards. It also serves as guidelines when making judgment calls on work ethics, including in bridging and fostering close relations between the Company and its customers.

The Code of Conduct for the Board is subject to statutory duties of Directors as stipulated under the Companies Act 2016, Listing Requirements, and other relevant rules and regulations. The Code summarises the Directors' fiduciary duties to the Company, provides guidance to directors to deal with ethical issues and helps to foster the spirit of social responsibility and accountability in line with the legislation, rules and regulations governing the Malaysia Airports Group of the following areas: -

Corporate Governance	Insider Trading
Conflict of Interest	Use of Company's Assets
Relationship with Shareholders, Employees, Creditors and Customers	Anti-Corruption/Bribery
Corporate Responsibilities and Sustainability	Anti-Money Laundering
Confidentiality	Fair Dealing

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

## A BOARD LEADERSHIP AND EFFECTIVENESS

**Anti-Bribery and Corruption Policy Statement**

The Company is committed to ensure zero tolerance against all forms of corruption, among others, by undertaking the following:

- Working together with employees, stakeholders and interested parties to create a corrupt-free business environment and achieving its anti-corruption objectives.
- Upholding anti-corruption principles for Malaysian companies in business dealings and interactions with business partners and government agencies.
- Complying with laws and regulations relating to the fight against bribery and corruption.
- Establishing anti-corruption control framework and implement continuous improvement.
- Encouraging concerns regarding corruption to be reported to the Company through its Whistleblowing Programme.
- Promoting the value of integrity, transparency, and good corporate governance.
- Setting up independent, empowered, and relevant functions to ensure anti-corruption compliance in the organisation.
- Reporting corrupt act to Malaysian Anti-Corruption Commission if there is a reasonable belief that such act has been committed.

**Whistleblowing Policy**

Malaysia Airports has in place a Whistleblowing Policy. The objective of this policy is to provide a mechanism for all levels of employees and external parties who have business relationship with the Group to report concerns about any suspected wrongdoing, inappropriate behaviour, or misconduct on a timely basis for action by Whistleblowing Independent Committee.

A revision to the Whistleblowing Policy was approved by the Board on 30 November 2020. The Board has the overall responsibility and oversees the implementation of this policy.

Complaints can be channeled online on the Company's website at [www.malaysiaairports.com.my](http://www.malaysiaairports.com.my) via the Whistleblowing Programme Reporting of Concern Form, or emailed to [wic\\_secretariat@malaysiaairports.com.my](mailto:wic_secretariat@malaysiaairports.com.my), or by calling the hotline at 03-8777 7314 or 019-659 2263.

**Sustainability**

As a listed company, the Board acknowledges that the Company's utmost priority is to create stakeholders' value for stakeholders by taking a long-term view on growth. Environmental, Social and Governance (ESG) elements are critical in measuring the sustainability and ethical impact of business decisions. These criteria help the Board and Management to better determine the future financial performance of the Company by considering risks and returns in a holistic manner.

The Board also supports the implementation of the International Integrated Reporting Council (IIRC) Integrated Reporting framework to assess the Company's performance with regards to ESG indicators. This Integrated Annual Report also includes a Sustainability Statement which is prepared with reference to the Global Reporting Initiative (GRI) standards. This enables stakeholders to track and measure the Company's progress towards achieving key sustainability goals, targets, and initiatives in a transparent and timely manner.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### **B** EFFECTIVENESS AUDIT AND RISK MANAGEMENT

Board Audit Committee and Board Risk Management Committee are primarily responsible for risk management and internal control oversight:

##### **Board Audit Committee**

Board Audit Committee (BAC) plays a key role in the Company's governance structure. BAC is positioned to rigorously challenge and ask probing questions on the Company's financial reporting process, related party transactions and conflict of interest, internal control, internal and external audit processes.

In line with MCCG 2021, the Chairman of BAC is not the Chairman of the Board. BAC comprised of majority INEDs.

During the year under review, BAC members attended professional development courses in accounting and auditing standards to keep abreast with changes in the regulatory environment.

The BAC report is available at pages 226 to 229 of this Report.

##### **Board Risk Management Committee**

Board Risk Management Committee (BRMC) was established to oversee the Company's Risk Management Framework and policies. BRMC is responsible for determining the Company's risk tolerance and actively identify, assess, and monitor key business risks to safeguard shareholders' investments and the Company's assets.

The Corporate Risk Profile of the Group and the mitigation plan for the risks are being monitored by BRMC on a quarterly basis. The risks are categorised into several areas namely strategic, regulatory, operational, human capital, information technology, reputational and financial.

##### **Risk Management and Internal Controls**

The Company has a well-resourced internal audit function which critically reviews all aspects of the Company's activities and internal controls. Comprehensive audits on practices, procedures, compliance, expenditures, and internal controls for all business and support units and subsidiaries are undertaken on a regular basis. The Head of Internal Audit has a direct access to the Board through the Chairman of the BAC.

The effectiveness of Internal Control Systems is reviewed from time to time. The Board Committees are entrusted with their respective functions which are aimed at supporting the Board's oversight roles of proper implementation of corporate governance practices, audit, risk management and internal control systems.

The Board is guided by the Risk Management Framework to ensure effective oversight of risks and controls in the Group. The effectiveness of risk management and internal control is regularly reviewed to ensure they are working as intended.

Details of Risk Management Framework and Internal Control System of Malaysia Airports Group are set out in the Statement on Risk Management and Internal Control on pages 220 to 225 of this Report.

##### **Financial Reporting**

In presenting the annual audited financial statements and quarterly financial results to the shareholders, the Directors ensure the information presented contains a balanced and comprehensive assessment of the Group's financial position and prospects. BAC assists the Board in reviewing the information disclosed in the financial statements and ensuring its completeness, accuracy, and adequacy.

The financial statements of Malaysia Airports Group for the financial year ended 31 December 2022 are prepared in accordance with Malaysian Financial Reporting Standards (MFRSs) as issued by the Malaysian Accounting Standards Board, International Financial Reporting Standards, and the requirements of the Companies Act 2016.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### **C** INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

##### **Communication and Relationship with Stakeholders**

The Board acknowledges the need for shareholders to be informed of all material business matters affecting the Company, and as such adopts an open and transparent policy in respect of its relationship with shareholders and investors. The Board always ensures the timely release of financial results on a quarterly basis to provide shareholders with an overview of the Company's performance and operations in addition to the various announcements released during the year.

The Company is fully committed to conducting dialogues with financial analysts from time to time as a means of effective communication that enables the Board and Management to convey timely information relating to the Company's performance, corporate strategy and other matters affecting shareholders' interests.

### INVESTOR RELATIONS

At Malaysia Airports, we dedicate our efforts in continuously creating and maximising value for our shareholders. We understand the importance of engaging with our shareholders and prospective investors regularly to keep them up to date with insights on the Group's strategies, business performance and latest developments.

The Group has in place a dedicated Investor Relations department which facilitates effective communication with shareholders, analysts and fund managers. Our comprehensive Investor Relations Programme was implemented to consistently deliver effective, timely and transparent communication with the investment community.

To keep Senior Management and the Board abreast of market perceptions and concerns, the Investor Relations team provides them with regular updates on shareholding details, investor relations activities, recommendations by analysts and feedback from the investment community, as well as commentary on share price performance. The Investor Relations team also facilitates shareholder communication and engagement, with the Senior Management's full support.

### QUARTERLY FINANCIAL RESULTS AND ANALYST BRIEFING

Malaysia Airports organises presentations using teleconferencing facilities during quarterly financial result briefings to equity and fixed income analysts as well as fund managers. Site visits and meetings at our facilities are also held regularly with members of the investment community. Our proactive Investor Relations initiatives ensure timely dissemination of relevant information to the public and investment community for better understanding of the financial and operational performance as well as key strategies of the Group.

Malaysia Airports further emphasises on timely disclosure through the circulation of investor presentations. Presentations of financial results and performance are prepared in a concise and transparent manner and are made available on our website in tandem with the release of financial results announcement to Bursa Securities.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

#### C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

### INVESTOR ENGAGEMENT

#### COVID-19 Response

The unprecedented impact and challenging operating environment due to the outbreak of COVID-19 posed a threat towards the Group's operations, putting pressure on the Company's share price performance. Whilst the Group strives to overcome the tough climate, the Investor Relations team continues to proactively engage with the investment community to provide accurate, relevant, and reliable

information of the Group's position in a clear and transparent manner. The Investor Relations team aims to safeguard the shareholders' interest and to ensure continuous and accurate information flows to the relevant users and market participants reflecting the true and up-to-date position of the Group.

#### One-on-one Meetings, Conference Calls and Investor Conferences

The senior management and Investor Relations team have been actively participating in meetings and conference calls with institutional investors, fund managers, analysts and rating agencies held in Malaysia as well as abroad. We participated in over 570 engagements, in an effort to continuously reach out to a wider investor base.

The Group's efforts on engaging with stakeholders have not come unnoticed, as Malaysia Airports once again earned recognition from various institutions within the investment community in 2022:

- Most Outstanding Company (Malaysia Transportation) at the Asiamoney 2022 Asia's Outstanding Companies Poll
- Most Improved Investor Relations (Malaysia) at the Alpha Southeast Asia's Institutional Investor Awards
- Top 5 for Best Senior Management IR Support and Best Strategic CSR (Malaysia) at the Alpha Southeast Asia's Institutional Investor Awards
- 2<sup>nd</sup> Best Investor Relations Professional (Industrials – Asia ex China) at the Institutional Investor 2022 All-Asia Executive Team
- 3<sup>rd</sup> Best Investor Relations Company (Industrials – Asia ex China) at the Institutional Investor 2022 All-Asia Executive Team

#### Investor Relations Portal

In further efforts to enhance access by various stakeholders, the Investor Relations department maintains an Investor Relations portal on the company's website, <http://www.malaysiaairports.com.my>. The portal offers an effective communication platform with a wide range of

information for shareholders, prospective investors and the general public including the key financial highlights, annual reports, financial results, investor presentations, press releases, and disclosures to Bursa Securities.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

**C** INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS**Investor Feedback**

To further strengthen the Group's relationship with the investing community, the Investor Relations team values their feedback or enquiries which can be communicated directly to the Investor Relations team.

The team endeavours to provide timely responses to feedback or queries through ongoing engagement and direct communication with stakeholders.

**MALAYSIA AIRPORTS CREDIT RATING**

Malaysia Airports is committed towards maintaining a sound financial position and a robust balance sheet. In 2022, Malaysia Airports continues to exhibit solid financial and operating fundamentals; as evident by its strong investment grade credit ratings:

Rating Agency	Credit Rating
RAM	AAA
Moody's	A3

Moody's further upgraded its outlook on Malaysia Airports to 'Stable' in August 2022, from 'Negative' previously.

Malaysia Airports is committed to maintain the above ratings, achieved through the Group's prudent and pragmatic capital management approach in the course of doing its business.

**Conferences, Roadshows and Events in 2022**

6 January	UBS Malaysia Corporate Day
7 January	CGS-CIMB Annual Malaysia Corporate Day
2 March	Nomura ASEAN Conference
8-9 March	CITIC CLSA ASEAN Forum
16 March	Maybank Malaysia Aviation Day
23 March	Credit Suisse Asian Investment Conference
30 March	Affin Hwang Virtual Conference
20 April	CLSA Webinar
26 April	UOB Kay Hian Malaysia Corporate Day



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

### C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

#### Conferences, Roadshows and Events in 2022

26 April	UBS Reopening Day Investor Conference
8 June	HSBC Annual Transport & Logistics Conference
10 June	Citi Pan-Asia Regional Investor Conference
10 June	UBS OneASEAN Conference
14-15 June	Bursa-Daiwa-Affin Hwang Malaysia Corporate Day
29 June	Affin Hwang Virtual Conference
6 July	Maybank Invest ASEAN Malaysia Week
19 July	CGS-CIMB Malaysia Investor Corporate Day
13-14 September	CITIC CLSA Flagship Investors Forum
12 October	Nomura Malaysia Corporate Day
26 October	AGCO Frontier & Emerging Conference
8 November	CLSA Investors Site Visit to Cainiao Aeropolis eHub
30 November	UOB Virtual Conference
1 December	CGS-CIMB ASEAN Travel & Tourism Conference
6 December	Maybank Malaysia Tourism Virtual Conference

#### Equity Research Coverage

Affin Hwang Investment Bank Berhad
AmInvestment Bank Berhad
CGS-CIMB Securities Sdn Bhd
Citigroup Global Markets Inc
CLSA Securities Malaysia Sdn Bhd
Credit Suisse Securities (Malaysia) Sdn Bhd
Hongkong and Shanghai Banking Corporation Ltd
Hong Leong Investment Bank Berhad
JPMorgan Securities (Malaysia) Sdn Bhd
KAF Equities Sdn Bhd
Kenanga Investment Bank Berhad
Macquarie Capital Securities (Malaysia) Sdn Bhd
Maybank Investment Bank Berhad
MIDF Amanah Investment Bank Berhad
Nomura Securities Malaysia Sdn Bhd
RHB Investment Bank Berhad
TA Securities Holdings Berhad
UBS Securities Pte Ltd
UOB Kay Hian Pte Ltd

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

**C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS**

## FINANCIAL CALENDAR

## ▶ General Meeting

**28 April 2023**Notice of 24<sup>th</sup> Annual General Meeting**1 June 2023**24<sup>th</sup> Annual General Meeting

## ▶ Financial Year 2022 - Quarterly Results Announcements

**30 May 2022**Unaudited consolidated results for the 1<sup>st</sup> quarter ended 31 March 2022**25 August 2022**Unaudited consolidated results for the 2<sup>nd</sup> quarter ended 30 June 2022**29 November 2022**Unaudited consolidated results for the 3<sup>rd</sup> quarter ended 30 September 2022**28 February 2023**Unaudited consolidated results for the 4<sup>th</sup> quarter ended 31 December 2022

## ▶ Dividend

The Board had on 28 February 2023, recommended a single-tier final dividend of up to 3.91 sen per ordinary share in respect of the financial year ended 31 December 2022 (Final Dividend), amounting to dividend payable of RM64.87 million.

The Final Dividend may consist of an electable portion which can be elected to be re-invested in new ordinary shares in accordance with the Dividend Reinvestment Plan (DRP), subject to the relevant regulatory approvals. The Board on 28 February 2023 had approved that the DRP shall apply to the Final Dividend and that the entire Final Dividend can be elected to be re-invested in new shares.

**3.91** sen  
per ordinary share  
single-tier final  
dividend FY2022

**Notice of Book Closure Date**  
12 April 2023

**Entitlement Date**  
28 April 2023

**Payment Date**  
25 May 2023

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE

### C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

#### Communication to Investment Community

- Annual Report, Financial Statements, Sustainability Report, Airport Statistics, Corporate Governance Statement and Notice of AGM
- Corporate website including investor relations portal and media centre
- Announcements to Bursa Securities
- Group and one-on-one meetings
- Conference calls on financial results and business developments
- Investor relations and media centre
- Wide coverage via 19 equity research analysts and 2 credit rating agencies

#### Engagement via mainstream, social and airport media channels

Quarterly financial results  
press release

Media updates on business  
developments

Extensive social media  
engagement

Public outreach via virtual  
and physical engagements

Shareholders may raise questions by contacting the Investor Relations Division. The Company's Investor Relations Policy promotes effective communication with the shareholders, investment community, other stakeholders, and the public in general. It is intended to give a clear picture of the Group's performance and operations.

To maintain transparency and effectively address matters and concerns raised by any parties, the Company dedicates an e-mail at [ir@malaysiaairports.com.my](mailto:ir@malaysiaairports.com.my) to which stakeholders can direct their queries.

#### Investor Relations Contact:

Aizzura Ab Rahim

Tel : +603 8777 7407

E-Mail : [ir@malaysiaairports.com.my](mailto:ir@malaysiaairports.com.my)

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## PRINCIPLE

**C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS****Conduct of General Meeting**

The Board regards the Annual General Meeting (AGM) as an opportunity to communicate directly with the shareholders, hence encourages their attendance and active participation. Malaysia Airports had successfully convened and conducted its Twenty-third Annual General Meeting (23<sup>rd</sup> AGM) on 2 June 2022 as a fully virtual general meeting conducted via live streaming. It was conducted via a virtual meeting solution that facilitated remote shareholders' participation, along with a secure and encrypted e-polling solution that allows voting in absentia.

The Notice of 23<sup>rd</sup> AGM was circulated to the shareholders on 28 April 2022, being 28 days before the date of meeting to enable shareholders to go through the Annual Report, adopting the Practice under Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders of MCCG 2021 and fulfilling the minimum 21-day notice requirement under the Companies Act 2016 and Listing Requirements. The additional time given to shareholders enables them to make necessary arrangements to attend and participate either in person, by corporate representative, by proxy or to appoint an attorney to attend on their behalf.

As guided by MCCG 2021, in facilitating greater shareholder participation, the Board has taken proactive measures in leveraging technology during the Company's 23<sup>rd</sup> AGM via voting in absentia and remote shareholders' participation. Resolutions during 23<sup>rd</sup> AGM were arrived at via online electronic poll voting to enable all shareholders to cast their votes. SS E Solutions Sdn Bhd ("SSES") was the Poll Administrator appointed for the 23<sup>rd</sup> AGM, whilst Commercial Quest Sdn Bhd was the Independent Scrutineers appointed to verify the results of the poll voting and validate the votes cast at the Meeting.

The Company's 23<sup>rd</sup> AGM was attended by all Directors, Senior Management, external auditors as well as 315 shareholders and proxies. The MD had also shared with the shareholders the Company's responses to questions which were submitted in advance by the Minority Shareholder Watch Group (MSWG).

During the 23<sup>rd</sup> AGM, the Chairman had invited members to raise questions and seek clarifications on the proposals tabled via the online platform. Appropriate answers and clarifications were provided by the Board members, Chairmen of Board Committees and Senior Management to allow the shareholders to make informed voting decisions at the meeting. Management had answered several late questions received from the shareholders via emails after the 23<sup>rd</sup> AGM.

**COMPLIANCE STATEMENT**

The Board considers the Company has applied the recommendations of MCCG 2021 to a large extent. The Board is committed to fully comply with the recommendations of the MCCG 2021 and will continue to pursue efforts to address the departures.

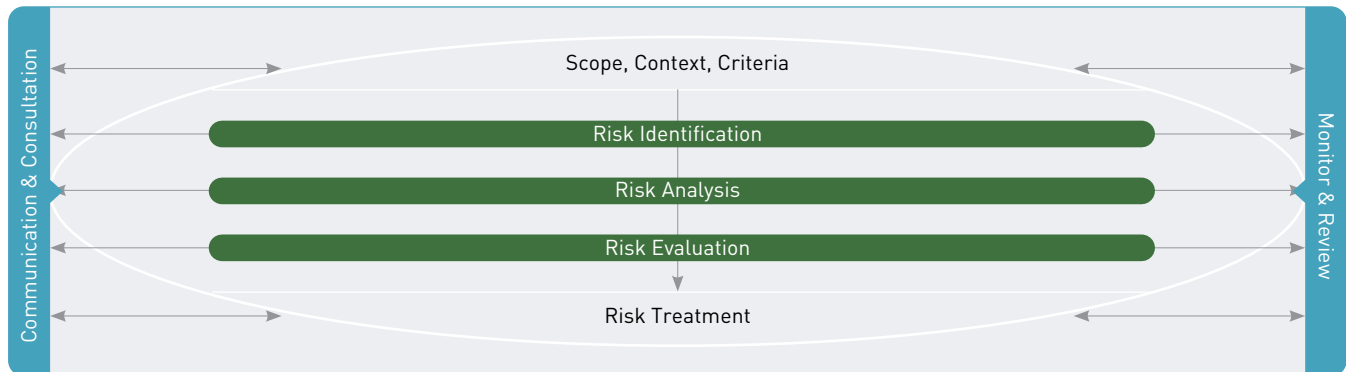
This Corporate Governance Overview Statement is made in accordance with a resolution of the Board as passed at the Board of Directors' meeting held on 10 April 2023.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

As stewards of Malaysia Airports, the Board of Directors (the Board) of Malaysia Airports Holdings Berhad (MAHB) has prepared this Statement on Risk Management and Internal Controls (SORMIC) for the year under review. As part of this commitment, the Board also continues to keep abreast of developments in the areas of risk and governance.

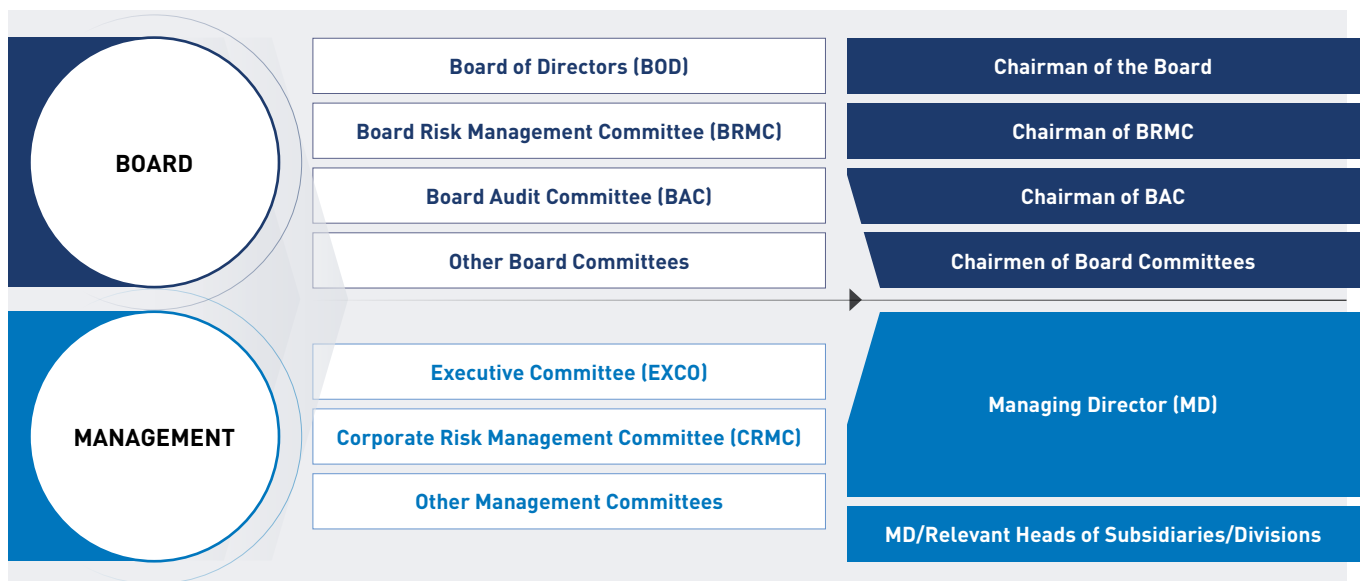
### THE FRAMEWORK

Risk Management in Malaysia Airports is guided by *ISO 31000: Risk Management - Principles and Guidelines* and the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Framework.



### GOVERNANCE AND RESPONSIBILITY

Governance of risk and internal controls spans across the whole organisation, from the Board at the top to the operational and tactical levels on the ground. Some of the Board and Management Committees are illustrated below:



## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Details of the Board committees’ key functions and compositions can be found in the Corporate Governance Overview Statement. Prior to the sitting of the Board Risk Management Committee (BRMC), a Corporate Risk Management Committee (CRMC) meeting would take place at Management level.

Malaysia Airports continues to practice the three lines of defence model, ensuring accountability towards risk is spread throughout:



### KEY RISK AREAS

Throughout 2022, Malaysia Airports together with the rest of the world was still battling the aftermath of the COVID-19 pandemic. Managing risk and optimising opportunities remained key in ensuring the continuity of operations and focus was mainly on recovering from the effects of COVID-19. Malaysia saw a transition towards the endemic phase of the pandemic from 1 April 2022; a pertinent plus point for the airports was the allowing of interstate travel regardless of a person’s vaccination status. Challenge here is that although there was an uptick of passengers, however most passengers whether domestic or international were not spending as much (as per previous). The anticipated passengers from China from 3Q2022 did not materialise as China’s borders remained closed; only reopening from 8 January 2023. Meanwhile, maintenance and utilities cost remains.

Cost containment measures together with prudent cash management remained a mainstay of 2022’s recovery activities. As part of this, the organisation embarked on a Workflow programme, resulting in among others RM89.2 million cost avoidance and 2,740 hours process reduction time. Moody’s reaffirmed Malaysia Airports’ A3 rating with a move from negative to stable outlook in August 2022 while RAM reaffirmed its AAA rating for Malaysia Airports with stable outlook in October 2022.

Other pertinent ingredients in 2022’s mix includes geopolitical tensions, looming global recession in 2023 and relaxing of China’s zero-COVID policy towards end of 2022. Despite this, continued discussion with the Federal Commissioner of Lands saw the renewal of the Land Lease Agreement for 99 years for KLIA Aeropolis on 17 November 2022.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

On Environmental, Social and Governance (ESG) matters, key highlights include:

- Being a signatory to Aviation Industry Commitment to Action on Climate Change
- Having a dedicated Occupational Safety and Health Department to drive OSH initiatives and twenty-six (26) Safety, Health and Environment Committees across the organisation
- Having a formal grievance mechanism through the Whistleblowing policy as well as a Whistleblowing Independent Committee
- Continuation of Malaysia Airports' journey towards net zero carbon by 2050

In its sitting on 19 December 2022, the BRMC agreed to support the Board's oversight of the Group's sustainability objectives, policies and practices.

More details on the ESG initiatives can be found in the Sustainability Report, the Statement on Corporate Governance and the Management Discussion and Analysis and the Sustainability Overview sections of this report.

The Board through the BRMC and other relevant Board Committees, monitors and reviews the controls and action plans taken by Management to address the key risks.

A summary of the key risks areas and the mitigations and controls are as follows:

### STRATEGIC RISK

- ▶ Enhancing shareholders value

#### MITIGATION & CONTROLS

- Driving aeronautical recovery
- Rejuvenating commercial retail business
- Workflow transformation
- Strengthening international business
- Accelerating off-terminal opportunities
- Increasing efficiency through digitalization
- Commitment to ESG

### FINANCIAL RISK

- ▶ Ability to execute strategic objectives and obligations impacting sustainability of operations

#### MITIGATION & CONTROLS

- Negotiated fixed rate for the Revolving Credit lines
- Implementing a Workflow programme
- Active engagement with stakeholders

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

**HUMAN CAPITAL RISK**

- ▶ Ensuring the right talents are retained and morale sustained throughout these challenging times to achieve optimal service

**MITIGATION & CONTROLS**

- Talent identification and succession planning activities

**REGULATORY COMPLIANCE RISK**

- ▶ Ensuring compliance to relevant regulation and laws which could threaten our operating licence and damage our reputation

**MITIGATION & CONTROLS**

- Ongoing training and awareness session conducted
- Constant monitoring of compliance by relevant divisions
- Annual regulatory audits and active engagement with relevant stakeholders to ensure gaps are closed

**OPERATIONAL RISKS****CYBER SECURITY RISK**

- ▶ Ensuring readiness to safeguard against sophistication of cyber criminals

**MITIGATION & CONTROLS**

- Implementation of Cyber Security Acceleration Programme (CSAP) 2.0

**SECURITY RISK**

- ▶ Ensuring staff and public security, prevent criminal acclivity and provide a safe environment at airports

**MITIGATION & CONTROLS**

- Enhancement of Security Measures at Airports
- Vetting of Airport Pass Holders
- Collaboration with key stakeholders
  - National Security Council (NSC)
  - National Disaster Management Agency (NADMA)
  - Polis DiRaja Malaysia (PDRM)
  - Chief Government Security Officer (CGSO)
  - Eastern Sabah Security Command (ESCOMM)
- Crisis Simulations

**SAFETY RISK**

- ▶ Ensuring staff and public safety and to provide a safe environment at airports

**MITIGATION & CONTROLS**

- Observance of Acts relating to Environment, Pollution, Building By-Law, Occupational Safety and Health
- Observance of Government's directives and SOPs relating to COVID-19
- Competency trainings
- Collaboration with key stakeholders

**AGEING ASSETS RISK**

- ▶ Ensuring airports' operations are running seamlessly

**MITIGATION & CONTROLS**

- BHS asset replacement programme for KLIA
- TTS asset replacement programme for KLIA
  - New buses are in place to shuttle passengers in the interim
- Perform scheduled maintenance at Airports

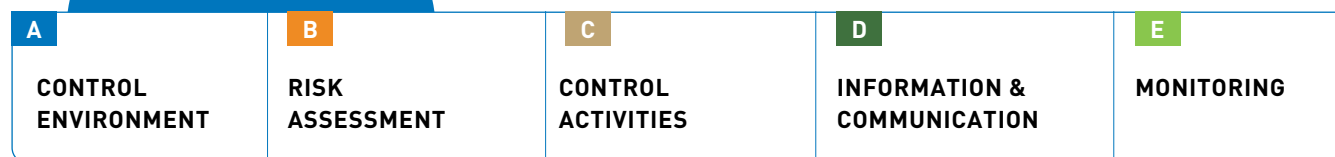


## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### KEY ELEMENTS OF THE RISK MANAGEMENT AND INTERNAL CONTROL

#### COSO Internal Control - Integrated Framework

The Group's internal control system is embedded within the operating activities and Board's review of internal control effectiveness, centred on the COSO framework:



This is based on information from:

- Key management within the organisation with the responsibility for the development and maintenance of the risk management and internal control framework;
- The work of the Internal Auditors, who submit regular reports to the Board Audit Committee which include their independent and objective opinion on the adequacy and effectiveness of the organisation's systems of risk management and internal control together with recommendations for improvement; and
- Comments made by the External Auditors in their Management Letter and other reports.

Details of the internal control components pertaining to MAHB is as follows:

#### CONTROL ENVIRONMENT

- Committees are governed by clearly defined Terms of References (TORs).
- Malaysia Airports' Group Code of Ethics is the standards policy for all MAHB employees in their professional conduct with fellow employees, and the Group's representatives including agents, consultants, contractors and suppliers.
- Vendors of Malaysia Airports are required to abide by provisions under the Malaysia Airports Vendor Code of Ethics (Vendor Code) effective from 19 December 2016.

#### RISK ASSESSMENT

- Risk assessments are conducted prior to engaging in initiatives and is included in Main Board 1 Board Procurement Committee papers.
- Project risk assessments are conducted throughout projects and kept and updated offline by Project Management Office with Contractors.
- Subsidiaries, divisions and units conduct risk assessments for their unit on quarterly basis. This is signed-off digitally using the Malaysia Airports Risk Scorecard (MARs) system.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### CONTROL ACTIVITIES

- The Group's Limit of Authority (LOA) is reviewed and updated periodically to ensure that financial limits and guidelines are current to facilitate effective and efficient decision-making. Management continuously reviews and assess the limit of authority to ensure it is aligned to the current process flow improvement which is currently on-going. Any enhancement or amendments shall be deliberated with the relevant committees before being recommended to the Board for approval.
- Policies and procedures such as those that address accounting policies, value management, procurement limits, and quality management system are approved by the Board and are applicable across the Group.
- The Whistleblowing Programme, whereby the Corporate Integrity Department acts as the Secretariat, provides Malaysia Airports' employees and stakeholders with a mechanism to report malpractices and irregularities responsibly within the Group, to maintain a state of confidence of integrity within Malaysia Airports.

### INFORMATION & COMMUNICATION

- A Corporate Communication Policy provides guidance and ensures that communication across the Group and beyond is well coordinated, effectively and strategically managed and meets the diverse needs of the organisation.

### MONITORING

- Monitoring the effectiveness of internal controls is embedded in the normal course of the business. Periodic assessments are being integrated as part of Management's continuous monitoring of internal controls.

### AFFIRMATION BY THE MANAGING DIRECTOR AND GROUP CHIEF FINANCIAL OFFICER

In relation to the risk management process, the Managing Director and Group Chief Financial Officer to the best of their ability and knowledge confirm that the Group's risk management and internal control system is operating adequately and effectively as at 31 December 2022.

### REVIEW BY EXTERNAL AUDITORS

Pursuant to paragraph 15.23 of the Bursa Securities Listing Requirements, the External Auditors have reviewed this Statement for inclusion in the 2022 Annual Report of MAHB Group, and have reported to the Board that nothing has come to their attention that causes them to believe that the Statement is not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control Guidelines for Directors of Listed Issuers, nor is the Statement factually inaccurate.

### CONCLUSION

The Board and Management will continue to take measures to strengthen the control environment and monitor the risk management and internal controls framework.

## BOARD AUDIT COMMITTEE REPORT

In compliance with Paragraph 15.15 of the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), the Board Audit Committee (“BAC”) of Malaysia Airports Holdings Berhad (“MAHB” or “the Company”) is pleased to present the BAC Report for the financial year ended 31 December 2022.

The function of BAC is to assist the Board in fulfilling its oversight roles. The Terms of Reference of BAC sets out its composition, authority, duties, and responsibilities in compliance with the requirements of the Listing Requirements and Malaysian Code of Corporate Governance 2021 (“MCCG 2021”). The detailed Terms of Reference of the BAC is available on the Company’s official website at [www.malaysiaairports.com.my](http://www.malaysiaairports.com.my).

The BAC comprises four (4) Non-Executive Directors, of whom three (3) are Independent Directors. The membership and record of meeting attendance of BAC members during the year under review are as follows:

Name of Director	Attendance
<b>Rosli bin Abdullah (Chairman)</b> Independent Non-Executive Director (ceased to be BAC member w.e.f. 01 July 2022)	3/3
<b>Madam Cheryl Khor Hui Peng (Chairman)</b> Independent Non-Executive Director (appointed w.e.f. 25 July 2022)	3/3
<b>Datuk Azailiza binti Mohd Ahad</b> Senior Independent Non-Executive Director	6/6
<b>Dato’ Ir Mohamad bin Husin</b> Independent Non-Executive Director	6/6
<b>Wong Shu Hsien</b> Non-Independent Non-Executive Director	6/6

None of the members of BAC is an alternate director and the above composition complies with Paragraph 15.09(1)(b) of the Listing Requirements and MCCG 2021.

The Terms of Reference of BAC requires it to meet at least six (6) times a year. During FY2022, all the six BAC meetings were also attended by the Internal Audit senior management and the Company Secretary, who also serves as the Secretary to the BAC. Representatives of the Senior Management were also invited to provide feedback on matters related to their purview. Representatives of the Company’s external auditors, Messrs Ernst & Young, were invited to attend the meetings as and when required. Minutes of BAC meetings were circulated to all members of the Board, whilst material issues relating to functions of BAC were discussed at Board meetings.

The Chairman of BAC is a member of the Malaysian Institute of Accountants and also the Chairman of Audit & Risk Committee (ARC) of the Company’s subsidiaries in Türkiye,

i.e., Istanbul Sabiha Gökçen Uluslararası Havalimani Yatırım Yapım Ve İşletme A.S (“ISG”) and SGC Havalimani İşletmeleri Ticaret ve Turizm A.Ş. (“SGC”).

All members of BAC are financially literate and have sufficient level of understanding of the Company’s business. They have also attended relevant training and continuous professional development during the year under review.

During the financial year under review, the performance and effectiveness of BAC were evaluated by the Board, as part of the Board Performance Evaluation. Having reviewed the BAC’s performance, the Board is satisfied that BAC members have discharged their functions, duties, and responsibilities in accordance with its Terms of Reference.

## BOARD AUDIT COMMITTEE REPORT

### SUMMARY OF ACTIVITIES DURING FINANCIAL YEAR 2022

Main activities undertaken by BAC in discharging its functions and duties during the year under review were as follows:

#### Financial Reporting

- Reviewed and monitored the financial position and performance of MAHB Group ("the Group") on a quarterly basis.
- Reviewed the quarterly financial results and year-end financial statements of the Group before recommending the same to the Board for approval.
- Ensured compliance with the Listing Requirements, applicable accounting standards in Malaysia, provisions of Companies Act 2016 and other legal and regulatory requirements.

#### Internal Control

- Reviewed the effectiveness of the system of internal control.
- Reviewed Related Party Transactions and Recurrent Related Party Transactions on a quarterly basis.
- Reviewed the Statement on Risk Management and Internal Controls which was supported by an independent review by the external auditors, prior to submission to the Board.

#### Internal Audit

- Reviewed and approved the revision of the Internal Audit Charter.
- Reviewed and approved the IAD's Risk-based Internal Audit Plan and its enhancement, budget, and manpower requirements to ensure the adequacy of resources, competencies, and coverage on key risk areas.
- Reviewed audit reports issued by IAD on the effectiveness and adequacy of governance, risk management, operational and compliance processes. BAC then considered those recommendations including Management's responses, before proposing that the control weaknesses are rectified and recommendations for improvements be implemented.
- Reviewed follow-up reports by the IAD on the status of actions taken by the Management on recommendations suggested in the audit reports.
- Reviewed follow-up reports by the IAD on external auditors' significant audit observations as set out in the Management Letter and status of actions taken by the Management on issues raised by the external auditors.
- Reviewed the progress of Internal Audit activities.

- Evaluated the performance of the IAD and recommended for improvements.
- Reviewed the ARC Minutes of Meeting for ISG and SGC.

#### External Audit

- Evaluated the performance, suitability, objectivity, and independence of external auditors and recommended to the Board on the appointment and audit fees.
- Reviewed the external auditors' scope of work and audit plan for the financial year.
- Held private discussions between external auditors and BAC without the presence of management.
- Reviewed with the external auditors, their management letter together with the Management responses.

#### Whistleblowing and Corporate Integrity

- Deliberated on all matters pertaining to Whistleblowing Programme, ethics, integrity, corruption, abuse of power and other scope covered under the Malaysian Anti-Corruption Committee Act 2009.
- Reviewed the Whistleblowing Policy, its TOR, appointment of new WIC members and status reports on the Whistleblowing Programme.
- Reviewed status updates on the Anti Bribery Management System (ABMS) and Adequate Procedures.
- Reviewed and approved Corporate Integrity Division (CID)'s revised TOR, Annual Plan, and Budget and status updates on CID activities during the year.
- Evaluated the performance of the CID and recommended for improvements.

#### Annual Reporting

- Reviewed the BAC Report and Statement on Risk Management and Internal Control for onward approval by the Board for publication in the 2022 Annual Report.

#### Other Activities

- Approved relevant mandatory announcements to Bursa Securities in compliance with the Listing Requirements.
- Reviewed the revised Terms of Reference of BAC for approval by the Board. The Terms of Reference was revised to ensure alignment with MCCG and the Listing Requirements, and the current operational practices.

## BOARD AUDIT COMMITTEE REPORT

The BAC Chairman submits a report to the Board of Directors after each meeting regarding the matters that were discussed. Matters that require the Board's approval are presented at the Board meetings. The Company Secretary issues action items outlining the decisions made and necessary actions, which are then distributed to management and other relevant parties for their follow-up.

### INTERNAL AUDIT FUNCTION

BAC is supported by IAD in discharging its duties and responsibilities. The internal audit authority, responsibilities and scope of work are defined in the Internal Audit Charter as approved by BAC. The Internal Audit Charter is reviewed regularly to ensure alignment with the standards and principles outlined in the International Professional Practices Framework (IPPF) issued by The Institute of Internal Auditors (The IIA).

In determining the priorities for internal audit activities, IAD applies a risk-based approach, and the annual audit plan is reviewed periodically, taking into consideration changes in risk exposure and operating environment.

An Audit Management System is used to enhance the effectiveness and efficiency of the audit process. Execution of audit engagements are guided by the Committee of Sponsoring Organisations (COSO) and Control Objectives for Information and Related Technologies (COBIT) framework in ensuring that IAD conforms to the Standards and deliver value-added services.

The IAD audit universe includes functions on governance, risk management and review of controls in the areas of, but not limited to corporate, governance and compliance, information systems, airports (operations, engineering, revenue management, safety and security) and other subsidiaries' business in aviation services, airport commercial and retail, facilities & infrastructure management, hospitality management, airport consultancy, agriculture, and aeropolis.

Periodically, IAD presented to the BAC the updates on its activities comprising key highlights of areas reviewed, follow-up of outstanding issues and progress of the 2022 Annual Audit Plan.

The Internal Audit function at ISG and SGC reports to the Head of Internal Audit of MAHB, and relevant updates on the activities undertaken were presented to the ARC of ISG and SGC.

During the financial year under review, Group IAD issued a total of thirty three (33) Internal Audit reports, including five (5) for ISG and four (4) for SGC, which include among others the following key areas in accordance with the Audit Plan 2022:

#### Corporate and Governance

Group Risk Assessment - Risk Management, Payroll, Lounge & Premium Services, Commercial Revenue, and COVID-19 impact

#### Information Technology

Cybersecurity, and IT procurement

#### Operation

Engineering Aerodrome, Supply Chain, Airport Operations, Cargo, Warehouse Management, Inventory Management, Business Continuity Management, Operational Readiness of Self-Managed Carpark, and Cleaning Contract & Expenses

#### Financial

Receivables & Collection, Cash Count

#### Others\*

Special Reviews - Mega Projects Awarding Process

\* Request from the Board, Board Committees, Management or arising from whistleblowing programmes.

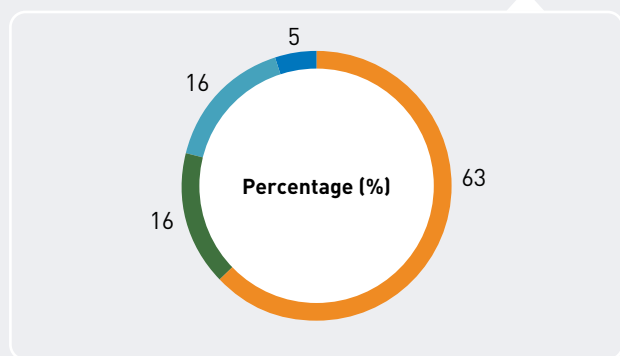
## BOARD AUDIT COMMITTEE REPORT

### INTERNAL AUDIT FUNCTION

The above reports were issued to Management for their responses and remedial actions. Management is responsible to ensure that corrective actions are taken on the reported improvement areas within the stipulated time frame. Subsequent deliberations on matters of concern were held with respective managements and the Managing Director prior to tabling to BAC.

In demonstrating the knowledge and skills necessary for fulfilling the current obligations of the internal audit, certifications earned by the auditors are CIA, CISA, ACCA, ISMS and PMP. As of 31 December 2022, IAD had a total of 19 auditors from the following backgrounds:

Discipline	No. of Internal Auditors
Accounting, Actuarial, Finance & Business	12
Information Technology & Business	3
Engineering	3
Operations	1
<b>Total</b>	<b>19</b>



All IAD staff are required to pledge adherence to the Code of Ethics and to disclose any relationship or conflict of interest situation on an annual basis to safeguard the audits against any potential impairment of objectivity and independence.

Since 2008, the Company has appointed a qualified independent reviewer once every five (5) years to conduct an external quality assessment to ensure that audit works performed by the internal auditors are in line with The IIA standards. Based on the external quality assessment conducted by The IIA Malaysia in 2018, IAD has fulfilled the key objectives and requirements in accordance with the IIA’s International Standards for Professional Practice of Internal Auditing with a rating of “Generally Conform”.

For financial year ended 31 December 2022, the total internal audit expenditure incurred by the Company was RM2.80 million (2021: RM 2.68 million), whilst for ISG and SGC, the total internal audit expenditure was TL1,269,255 (2021: TL 560,715) [equivalent to RM298,557 (2021: RM 211,600)].

For the financial year under review, the BAC is of the view that the Company is in compliance with the Listing Requirements.

Cheryl Khor Hui Peng  
**Chairman**  
**Board Audit Committee**

## DIVIDEND POLICY

The Company's dividend policy entails the payment of dividend at a payout ratio of at least 50% of the consolidated annual net profit after taxation and minority interest. Nevertheless, the actual amount and timing of the dividend payments will depend on the Company's cash flow position, results of operations, business prospects, current and expected obligations, and such other matters as the Board may deem relevant.

Financial Year	Interim Dividend (sen)		Final Dividend (sen)		Payout Ratio (%)
	Franked	Single Tier	Franked	Single Tier	
2007	4.00		13.80		50
2008	4.00		14.55		50
2009	8.00		14.90		50
2010	8.00		11.75		55
2011	8.00		12.85	0.30	50
2012		6.00		7.63	50
2013		6.00		5.78	50
2014		2.00		3.60	61
2015		4.00		4.50	58
2016		4.00		6.00	56
2017		5.00		8.00	55
2018		5.00		9.00	52
2019		5.00		10.00	52
2022		-		3.91	50

### DIVIDEND PER SHARE (DPS)



## ADDITIONAL COMPLIANCE INFORMATION

The following information is provided in compliance with paragraph 9.25 of the Listing Requirements of Bursa Securities.

### 1. Status of Utilisation of Proceeds raised from Corporate Proposal

There were no proceeds raised by the Company from any corporate proposal during the financial year ended 31 December 2022.

### 2. Audit and Non-Audit Fees

The amount of audit and non-audit fees paid to the External Auditors, Messrs Ernst & Young, during the financial year ended 31 December 2022, are as follows:-

	Company (RM)	%	Group (RM)	%
Audit Fee	420,000	80.2	1,222,000	85.9
Non-audit Fee	104,000	19.8	201,000	14.1
<b>Total</b>	<b>524,000</b>	<b>100.0</b>	<b>1,423,000</b>	<b>100.0</b>

The nature of the services rendered for the non-audit fees incurred are corporate advisory services, review of the Statement on Risk Management and Internal Control and review of the statement of User Fee.

### 3. Material Contracts

There were no material contracts nor any contracts entered into by the Company and/or its subsidiaries involving interests of directors and/or major shareholders either subsisting as at 31 December 2022 or entered into since the end of the previous financial year ended 31 December 2021.

### 4. Recurrent Related Party Transactions of Revenue Nature

There were no recurrent related party transactions of a revenue nature entered into by the Company during the financial year ended 31 December 2022.

### 5. Employees Share Option Scheme

There were no Employees Share Option Scheme granted by the Company during the financial year ended 31 December 2022.

### 6. Corporate Social Responsibility

Please refer to our Sustainability Section.



## STATEMENT OF WORKFORCE

### EXECUTIVE

Bidayuh	2
Brunei	1
Bumi	1
Chinese	13
Iban	4
Indian	39
Kadazan	3
Malay	1,068
Melanau	2
Melayu Cocos	1
Murut	1
Others	4

### MANAGEMENT

Chinese	28
Indian	22
Malay	383
Melanau	1
Others	2

### NON EXECUTIVE

Bajau	68	Kayan Kenyah	9
Banjar	1	Kelabit	2
Bidayuh	110	Kenyah	2
Bisaya	15	Lun Bawang	3
Brunei	24	Lundayeh	1
Bugis	14	Malay	6,410
Bumi	3	Melanau	56
Chinese	44	Murut	11
Dayak	1	Orang Asli	1
Dusun	23	Orang Ulu	5
Dusun Kadazan	3	Others	127
Iban	162	Rungus	4
Idahan	1	Siam	1
Indian	87	Sikh	1
Iranun	1	Sino	2
Jawa	2	Sino Kadazan	2
Kadayan	4	Suluk	8
Kadazan	112	Sungei/Sungai	4
Kayan	1	Tidung	2

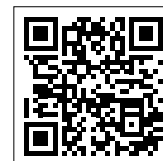
## AIRPORTS STATISTICS

TOTAL MAHB GROUP TRAFFIC 2022				
PASSENGER MOVEMENTS		2022	2021	+/-
MY passengers	[international]	16,530,172	1,361,574	1114.0%
	[domestic]	36,179,641	9,376,543	285.9%
	<b>[Total]</b>	<b>52,709,813</b>	<b>10,738,117</b>	<b>390.9%</b>
ISG passengers	[international]	15,711,244	8,972,178	75.1%
	[domestic]	15,468,294	16,384,074	-5.6%
	<b>[Total]</b>	<b>31,179,538</b>	<b>25,356,252</b>	<b>23.0%</b>
<b>Total MAHB Group</b>		<b>83,889,351</b>	<b>36,094,369</b>	<b>132.4%</b>
AIRCRAFT MOVEMENTS		2022	2021	+/-
MY commercial aircraft	[international]	143,086	57,335	149.6%
	[domestic]	406,387	178,016	128.3%
	<b>[Total]</b>	<b>549,473</b>	<b>235,351</b>	<b>133.5%</b>
ISG commercial aircraft	[international]	100,639	67,942	48.1%
	[domestic]	94,749	109,212	-13.2%
	<b>[Total]</b>	<b>195,388</b>	<b>177,154</b>	<b>10.3%</b>
<b>Total commercial aircraft</b>		<b>744,861</b>	<b>412,505</b>	<b>80.6%</b>
MY All other aircraft		<b>134,166</b>	98,559	36.1%
ISG All other aircraft		4,648	4,324	7.5%
<b>Total MAHB Group</b>		<b>883,675</b>	<b>515,388</b>	<b>71.5%</b>
CARGO MOVEMENTS [tonnes]		2022	2021	+/-
MY cargo movements	[international]	779,211	771,276	1.0%
	[domestic]	303,872	276,493	9.9%
	<b>[Total]</b>	<b>1,083,083</b>	<b>1,047,769</b>	<b>3.4%</b>
ISG cargo movements	[international]	39,781	40,328	-1.4%
	[domestic]	10,088	10,754	-6.2%
	<b>[Total]</b>	<b>49,869</b>	<b>51,081</b>	<b>-2.4%</b>
<b>Total MAHB Group</b>		<b>1,132,952</b>	<b>1,098,850</b>	<b>3.1%</b>

Note: MY - MAHB Airport in Malaysia  
ISG - Istanbul Sabiha Gökçen International Airport, Türkiye

## AIRPORTS STATISTICS

TRAFFIC 2022 MALAYSIA OPERATIONS				
PASSENGER MOVEMENTS		2022	2021	+/-
Terminal passengers	[international]	16,359,941	1,295,559	1162.8%
Terminal passengers	[domestic]	36,159,239	9,352,397	286.6%
Transit passengers		190,633	90,161	111.4%
<b>Total passenger movements</b>		<b>52,709,813</b>	<b>10,738,117</b>	<b>390.9%</b>
AIRCRAFT MOVEMENTS		2022	2021	+/-
Commercial aircraft	[international]	143,086	57,335	149.6%
Commercial aircraft	[domestic]	406,387	178,016	128.3%
<b>Total commercial aircraft</b>		<b>549,473</b>	<b>235,351</b>	<b>133.5%</b>
All other aircraft		134,166	98,559	36.1%
<b>Total aircraft movements</b>		<b>683,639</b>	<b>333,910</b>	<b>104.7%</b>
CARGO MOVEMENTS [tonnes]		2022	2021	+/-
Cargo movements	[international]	751,706	735,476	2.2%
Cargo movements	[domestic]	300,788	269,150	11.8%
Transit cargo		30,589	43,143	-29.1%
<b>Total cargo movements</b>		<b>1,083,083</b>	<b>1,047,769</b>	<b>3.4%</b>
MAIL MOVEMENTS [tonnes]		2022	2021	+/-
Mail movements	[international]	15,771	16,351	-3.5%
Mail movements	[domestic]	94	89	5.6%
Transit mail		157	307	-48.8%
<b>Total mail movements</b>		<b>16,022</b>	<b>16,747</b>	<b>-4.3%</b>



Scan here for  
Airport Statistics 2022

## ANALYSIS OF SHAREHOLDINGS AS AT 31 MARCH 2023

### SHARE CAPITAL

Issued and Fully Paid-Up Capital : RM1,659,191,829/-  
 Class of Equity Securities : 1,659,191,828 Ordinary Shares and One Special Rights Redeemable Preference Share  
 Voting Rights : One vote per ordinary share  
 The Special Rights Redeemable Preference Share has no voting right other than that referred to in Note 26 of the Audited Financial Statements.

### ANALYSIS OF SHAREHOLDINGS AS AT 31 MARCH 2023

#### A. DISTRIBUTION OF SHAREHOLDINGS (MALAYSIAN & FOREIGN)

Size of Shareholdings	No. of Shareholders		No. of Shares Held		Percentage	
	Malaysian	Foreign	Malaysian	Foreign	Malaysian	Foreign
Less than 100	721	17	9,530	257	0.00	0.00
100 – 1,000	5,244	90	3,875,885	46,174	0.23	0.00
1,001 – 10,000	5,684	150	17,220,809	662,233	1.04	0.04
10,001 – 100,000	607	283	17,182,459	12,250,077	1.04	0.74
100,001 – less than 5% of issued shares	206	309	531,820,465	342,199,705	32.05	20.62
5% and above of issued shares	2	0	733,924,234	0	44.23	0.00
<b>Total</b>	<b>12,464</b>	<b>849</b>	<b>1,304,033,382</b>	<b>355,158,446</b>	<b>78.59</b>	<b>21.41</b>
<b>Grand Total</b>	<b>13,313</b>		<b>1,659,191,828</b>		<b>100.00</b>	

## ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2023

### B. LIST OF TOP 30 SECURITIES ACCOUNT HOLDERS AS AT 31 MARCH 2023

(without aggregating securities from different securities accounts belonging to the same person)

	Name of Shareholders	No. of Shares Held	Percentage
1.	KHAZANAH NASIONAL BERHAD	533,176,288	32.13
2.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD <i>EMPLOYEES PROVIDENT FUND BOARD</i>	200,747,946	12.10
3.	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	77,302,100	4.66
4.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD <i>EXEMPT AN FOR AIA BHD.</i>	59,034,483	3.56
5.	AMANAHRAYA TRUSTEES BERHAD <i>AMANA SAHAM BUMIPUTERA</i>	52,836,400	3.18
6.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD <i>GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)</i>	22,703,200	1.37
7.	PERMODALAN NASIONAL BERHAD	20,177,200	1.22
8.	AMANAHRAYA TRUSTEES BERHAD <i>AMANA SAHAM MALAYSIA 2 - WAWASAN</i>	17,993,400	1.08
9.	CARTABAN NOMINEES (ASING) SDN BHD <i>EXEMPT AN FOR STATE STREET BANK &amp; TRUST COMPANY (WEST CLT OD67)</i>	17,035,163	1.03
10.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD <i>EMPLOYEES PROVIDENT FUND BOARD (NOMURA)</i>	14,999,700	0.90
11.	HSBC NOMINEES (ASING) SDN BHD <i>HSBC BK PLC FOR KUWAIT INVESTMENT OFFICE (KIO)</i>	14,776,628	0.89
12.	HSBC NOMINEES (ASING) SDN BHD <i>TNTC FOR NEW ZEALAND SUPERANNUATION FUND</i>	14,696,391	0.89
13.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD <i>EMPLOYEES PROVIDENT FUND BOARD (ABERDEEN)</i>	14,534,400	0.88
14.	CITIGROUP NOMINEES (ASING) SDN BHD <i>CB SPORE GW FOR GOVERNMENT OF SINGAPORE (GIC C)</i>	14,389,904	0.87
15.	HSBC NOMINEES (ASING) SDN BHD <i>TNTC FOR GENERAL ORGANIZATION FOR SOCIAL INSURANCE</i>	13,774,200	0.83
16.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD <i>KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ABERDEEN)</i>	13,688,600	0.83
17.	HSBC NOMINEES (ASING) SDN BHD <i>JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND</i>	12,438,430	0.75
18.	HSBC NOMINEES (ASING) SDN BHD <i>JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND</i>	12,146,539	0.73
19.	CITIGROUP NOMINEES (ASING) SDN BHD <i>CBHK FOR HOSTPLUS POOLED SUPERANNUATION TRUST (NORTHCAPE CAP)</i>	10,934,835	0.66
20.	CITIGROUP NOMINEES (ASING) SDN BHD <i>EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 19)</i>	9,620,000	0.58

## ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2023

Name of Shareholders		No. of Shares Held	Percentage
21.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD <i>EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)</i>	9,216,566	0.56
22.	CGS-CIMB NOMINEES (TEMPATAN) SDN BHD <i>EXEMPT AN FOR CGS-CIMB SECURITIES SDN BHD (SBL-KNB)</i>	8,928,570	0.54
23.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD <i>KHAZANAH NASIONAL BERHAD</i>	8,928,570	0.54
24.	CITIGROUP NOMINEES (ASING) SDN BHD <i>UBS-AG</i>	8,077,863	0.49
25.	CARTABAN NOMINEES (TEMPATAN) SDN BHD <i>PAMB FOR PRULINK EQUITY FUND</i>	7,528,000	0.45
26.	AMANAHRAYA TRUSTEES BERHAD <i>AMANAH SAHAM MALAYSIA</i>	7,418,600	0.45
27.	CITIGROUP NOMINEES (ASING) SDN BHD <i>EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 14)</i>	7,334,800	0.44
28.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD <i>GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 3)</i>	6,548,700	0.39
29.	HSBC NOMINEES (ASING) SDN BHD <i>JPMCB NA FOR TCORPIM EMERGING MARKET SHARE FUND</i>	6,164,834	0.37
30.	HSBC NOMINEES (ASING) SDN BHD <i>JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II</i>	5,961,300	0.36

### C. HOLDER OF SPECIAL RIGHTS REDEEMABLE PREFERENCE SHARE AS AT 31 MARCH 2023

- The Minister of Finance (Incorporated)

### D. SUBSTANTIAL SHAREHOLDERS AS AT 31 MARCH 2023

(as shown in the register of substantial shareholders)

Name of Substantial Shareholders	No. of Shares Held		Percentage
	Direct	Indirect	
1. Khazanah Nasional Berhad	542,104,858	-	32.67
2. Employees Provident Fund Board	251,080,292	-	15.13
3. Kumpulan Wang Persaraan (Diperbadankan)	99,765,106	-	6.01

## ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2023

### E. DIRECTORS' SHAREHOLDINGS AS AT 31 MARCH 2023

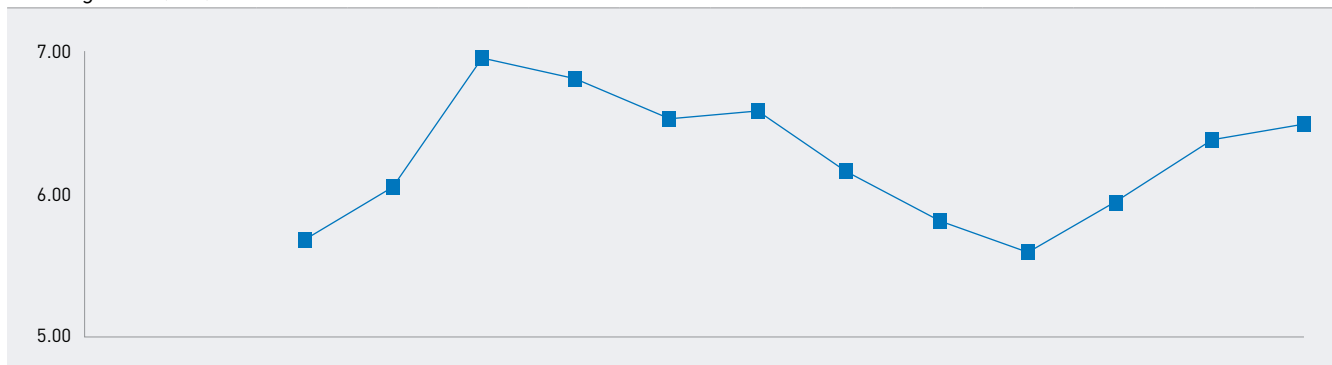
(as shown in the register of directors' shareholdings)

	Name of Directors	No. of Shares Held		Percentage
		Direct	Indirect	
1.	Tan Sri Datuk Zainun Ali	-	-	-
2.	Dato' Iskandar Mizal Mahmood	-	-	-
3.	Datuk Johan Mahmood Merican	-	-	-
4.	Dato' Normah Osman	-	-	-
5.	Wong Shu Hsien	-	-	-
6.	Rohaya Mohammad Yusof	-	-	-
7.	Datuk Azailiza Mohd Ahad	-	-	-
8.	Tan Sri Mohamad Salim Fateh Din	-	-	-
9.	Dato' Ir. Mohamad Husin	-	-	-
10.	Ramanathan Sathiamutty	-	-	-
11.	Cheryl Khor Hui Peng	-	-	-

## SHARE PRICE, VOLUME TRADED AND MARKET CAPITALISATION

### 2022 SHARE PRICE MOVEMENT

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Closing Price (RM)	5.70	6.15	6.95	6.86	6.57	6.60	6.25	5.87	5.60	5.98	6.43	6.56

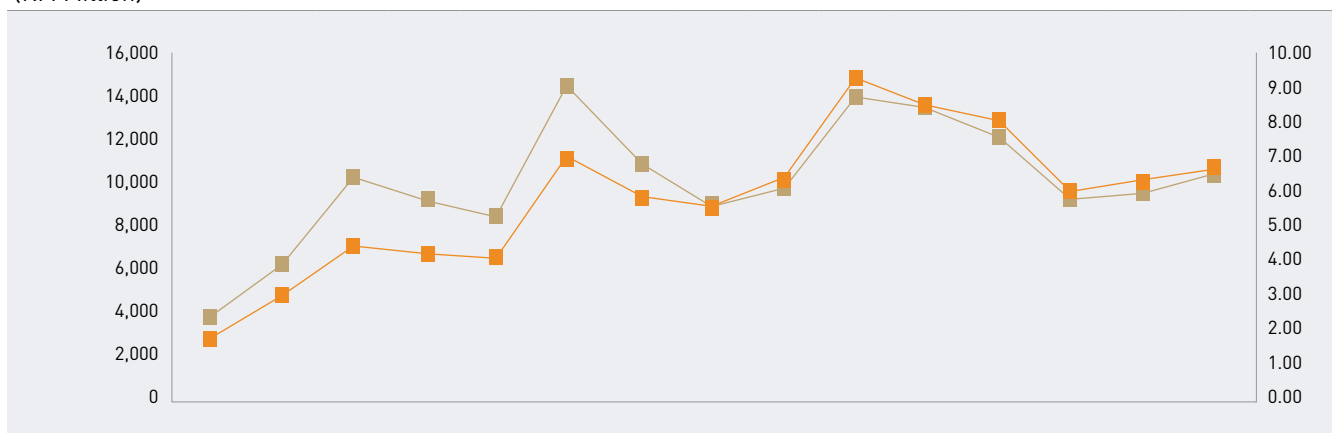


### 2022 MONTHLY TRADING VOLUME & SHARE PRICE

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Volume (Million)	16.6	28.0	40.0	21.7	93.4	29.9	19.3	36.9	30.5	30.8	33.5	55.2
High (RM)	6.17	6.66	6.99	7.08	6.92	6.78	6.65	6.38	6.14	6.13	6.50	6.60
Low (RM)	5.66	5.70	5.90	6.67	6.14	6.25	6.01	5.87	5.56	5.40	5.82	6.30
Closing Price (RM)	5.70	6.15	6.95	6.86	6.57	6.60	6.25	5.87	5.60	5.98	6.43	6.56

### HISTORICAL PRICE AND MARKET CAPITALISATION

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Last Closing Price for the year (RM)	2.21	3.97	6.28	5.80	5.21	9.00	6.80	5.61	6.06	8.79	8.38	7.60	5.92	5.98	<b>6.56</b>
Market Capitalisation (RM Million)	2,431	4,367	6,908	6,380	6,304	11,092	9,344	9,308	10,055	14,584	13,904	12,610	9,822	9,922	<b>10,884</b>





## LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
<b>MALAYSIA AIRPORTS (SEPANG) SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District Of Sepang, Selangor Malaysia	KLIA	25 years (Expiry date - 11 February 2034)	22,165 acres	-	-
<b>MALAYSIA AIRPORTS HOLDINGS BHD FEDERAL LAND COMMISSIONER**</b>  Location: District of Petaling, Selangor Malaysia	Sultan Abdul Aziz Shah Airport	60 years (Expiry date - 31 December 2066)	1,122 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Barat Daya, Penang Malaysia	Penang International Airport	25 years (Expiry date - 11 February 2034)	826.99 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Langkawi, Kedah	Langkawi International Airport	25 years (Expiry date - 11 February 2034)	409.15 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Kuching, Sarawak	Kuching International Airport	25 years (Expiry date - 11 February 2034)	322.43 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Alor Setar, Kedah	Sultan Abdul Halim Shah Airport	25 years (Expiry date - 11 February 2034)	294.42 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Ipoh, Perak	Sultan Azlan Shah Airport	25 years (Expiry date - 11 February 2034)	352.03 acres		

## LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Batu Berendam, Melaka	Batu Berendam Airport, Melaka	25 years (Expiry date - 11 February 2034)	239.70 acres	-	-
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Kuantan, Pahang	Sultan Ahmad Shah Airport	25 years (Expiry date - 11 February 2034)	86.27 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Kuala Terengganu, Terengganu	Sultan Mahmud Airport	25 years (Expiry date - 11 February 2034)	365.54 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Kota Bharu, Kelantan	Sultan Ismail Petra Airport	25 years (Expiry date - 11 February 2034)	895.28 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Miri, Sarawak	Miri Airport	25 years (Expiry date - 11 February 2034)	1,722.31 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Sibul, Sarawak	Sibu Airport	25 years (Expiry date - 11 February 2034)	1,138.87 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Bintulu, Sarawak	Bintulu Airport	25 years (Expiry date - 11 February 2034)	1,512.28 acres		

## LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Limbang, Sarawak	Limbang Airport	25 years (Expiry date - 11 February 2034)	651.45 acres	-	-
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Miri, Sarawak	Mulu Airport	25 years (Expiry date - 11 February 2034)	576.31 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Miri, Sarawak	Bario STOLport	25 years (Expiry date - 11 February 2034)	74.52 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Limbang, Sarawak	Ba'kelalan STOLport	25 years (Expiry date - 11 February 2034)	14.81 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Miri, Sarawak	Long Lellang STOLport	25 years (Expiry date - 11 February 2034)	28.14 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Miri, Sarawak	Long Banga STOLport	25 years (Expiry date - 11 February 2034)	36.45 acres		
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Kapit, Sarawak	Kapit STOLport	25 years (Expiry date - 11 February 2034)	26.46 acres		

## LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Mukah, Sarawak Malaysia	Mukah Airport	25 years (Expiry date - 11 February 2034)	6.63 acres	-	-
<b>MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER</b>  Location: District of Kuala Terengganu, Terengganu Malaysia	Redang STOLport	25 years (Expiry date - 11 February 2034)	33.51 acres	-	-
<b>MALAYSIA AIRPORTS (NIAGA) SDN BHD</b>  Location: Desa Cempaka, Bandar Baru Nilai Mukim Nilai, District of Seremban Negeri Sembilan, Malaysia	48 units of apartments	Freehold	-	3,791	1,671
<b>MALAYSIA AIRPORTS (PROPERTIES) SDN BHD</b>  Location: Genting Permai Park & Resort District of Bentong, Pahang Malaysia	4 units of apartments	Freehold	-	342	546
<b>MALAYSIA AIRPORTS (PROPERTIES) SDN BHD</b>  Location: Teluk Dalam, Pulau Pangkor District of Manjung, Perak Malaysia	14 units of apartments	Freehold	-	774	642

## LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
<b>MALAYSIA AIRPORTS SDN BHD</b>  Location: CL 205357688 Sierra Estates Condominium Jalan Ranca-Ranca Federal Territory of Labuan Malaysia	32 units of apartments	Leasehold of 99 years (Expiry date - 31 December 2089)	-	3,175	-
<b>MALAYSIA AIRPORTS SDN BHD 70021493</b>  Location: CL 205359593 Kg. Nagalang Federal Territory of Labuan Malaysia	Land (Residential)	Leasehold of 99 years (Expiry date - 31 December 2090)	0.9 acres	-	191
<b>MALAYSIA AIRPORTS SDN BHD 70046297</b>  Location: CL 205317951 Kg. Nagalang Federal Territory of Labuan Malaysia	Land (Agricultural)	Leasehold of 99 years (Expiry date - 31 December 2077)	1.04 acres	-	162
<b>MALAYSIA AIRPORTS SDN BHD 70023359</b>  Location: District of Subang, Selangor Malaysia	APAC building (Ex-Cargo Complex)	A total right of occupation of 60 years (Expiry date - 31 December 2066)	6.5 acres	35,072	1
<b>MALAYSIA AIRPORTS SDN BHD 70041246</b>  Location: District of Subang, Selangor Malaysia	6 units of single storey houses (Masjid Quarters)	A total right of occupation of 60 years (Expiry date - 31 December 2066)	3.58 acres	1,376	446

## LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
<b>MALAYSIA AIRPORTS SDN BHD</b> <b>70041247</b>  Location: District of Subang, Selangor Malaysia	Helicopter Centre (Airbus (M) Facility)	A total right of occupation of 60 years (Expiry date of 31 December 2066)	21 acres	10,000	24,092
<b>MALAYSIA AIRPORTS HOLDINGS BHD</b> <b>70001251</b>  Location: District of Sepang, Selangor Malaysia	Malaysia Airports Corporate office KLIA	A total right of occupation of 25 years (Expiry date - 11 February 2034)	3 acres	9,997	12,266
<b>MALAYSIA AIRPORTS (SEPANG) SDN BHD</b> <b>70117119-70117126</b>  Location: District of Sepang, Selangor Malaysia	Malaysia Airports Child Care Centre	A total right of occupation of 25 years (Expiry date - 11 February 2034)	1.94 acres	1,963	2,591

**Note:**

\* Pursuant to the KLIA Land Lease Agreement dated 18 October 1999 entered into between Malaysia Airports (Sepang) Sdn Bhd (MA (Sepang)) and the Federal Land Commissioner (FLC), MA (Sepang) has been granted the right of use of the KLIA land for a period of 50 years.

However, following a restructuring exercise for Malaysia Airports, the Land Lease Agreement was replaced by a new Land Lease Agreement dated 12 February 2009. MA (Sepang) has been granted the right of use of the KLIA land for a period of 25 years.

\*\* Pursuant to the Land Lease Agreement dated 26 October 2007 entered into between Malaysia Airports Holdings Bhd and the FLC, MAHB has been granted a lease of land of Sultan Abdul Aziz Shah (SAAS) Airport for a period of 60 years.

## GROUP CORPORATE DIRECTORY

### MALAYSIA AIRPORTS HOLDINGS BERHAD AND GROUP

Registered Address:  
Malaysia Airports Corporate Office  
Persiaran Korporat KLIA  
64000 KLIA, Sepang  
Selangor Darul Ehsan  
Tel : +603-8777 7000  
Fax : +603-8777 7778/+603-8777 7512

### MALAYSIA AIRPORTS HOLDINGS BERHAD

Registration No. 199901012192 [487092-W]

### MALAYSIA AIRPORTS SDN BHD

Registration No. 199101020335 [230646-U]

### MALAYSIA AIRPORTS CONSULTANCY SERVICES SDN BHD

Registration No. 199601002899 [375245-X]

### KLIA AEROPOLIS SDN BHD

Registration No. 201601041450 [1212392-H]

Business Address:  
Malaysia Airports Corporate Office  
Persiaran Korporat KLIA  
64000 KLIA, Sepang  
Selangor Darul Ehsan  
Tel : +603-8777 7000  
Fax : +603-8777 7778/+603-8777 7512

### MALAYSIA AIRPORTS (SEPANG) SDN BHD

Registration No. 199401034797 [320480-D]

Business Address:  
4<sup>th</sup> Floor, Airport Management Centre  
Kuala Lumpur International Airport  
64000 KLIA, Sepang  
Selangor Darul Ehsan  
Tel : +603-8777 7000  
Fax : +603-8777 7778/+603-8777 7512

### MALAYSIA AIRPORTS (NIAGA) SDN BHD

Registration No. 199301026572 [281310-V]

Business Address:  
3<sup>rd</sup> Floor, Airport Management Centre  
Kuala Lumpur International Airport  
64000 KLIA, Sepang  
Selangor Darul Ehsan  
Tel : +603-8776 8600  
Fax : +603-8787 3747

### K.L. AIRPORT HOTEL SDN BHD

Registration No. 199501001669 [330863-D]

Business Address:  
Sama-Sama Hotel  
Kuala Lumpur International Airport  
Jalan CTA 4B  
64000 KLIA, Sepang  
Selangor Darul Ehsan  
Tel : +603-8787 3333  
Fax : +603-8787 5555

### MAB AGRICULTURE-HORTICULTURE SDN BHD

Registration No. 199801011774 [467902-D]

Business Address:  
4<sup>th</sup> Floor, Airport Management Centre  
Kuala Lumpur International Airport  
64000 KLIA, Sepang  
Selangor Darul Ehsan  
Tel : +6019 2824 362  
Fax : +6019 2163 025

### URUSAN TEKNOLOGI WAWASAN SDN BHD

Registration No. 199801003752 [459878-D]

Business Address:  
1<sup>st</sup> Floor, Civil Engineering Building  
Engineering Complex  
Kuala Lumpur International Airport  
64000 Sepang  
Selangor Darul Ehsan  
Tel : +603-8776 7002  
Fax : +603-8787 2455

### İSTANBUL SABIHA GÖKÇEN ULUSLARARASI HAVALİMANI YATIRIM YAPIM VE İŞLETME A.Ş.

[656447]

Business Address:  
Sanayi Mahallesi  
Havaalanı iç yolu Caddesi Kapı No:1  
İstanbul Sabiha Gökçen Uluslararası Havalimanı  
Terminal Binası Yönetim Katı  
Pendik 34906 İstanbul - Türkiye  
Tel : +90 216 588 80 00  
Fax : +90 216 588 80 10

### SGC HAVALİMANI İŞLETMELERİ TİCARET VE TURİZM A.Ş.

[660779]

Business Address:  
Sanayi Mahallesi  
Havaalanı iç yolu Caddesi Kapı No:1  
İstanbul Sabiha Gökçen Uluslararası Havalimanı  
Terminal Binası Yönetim Katı  
Pendik 34906 İstanbul - Türkiye  
Tel : +90 216 588 50 00  
Fax : +90 216 588 50 05

## AIRPORT DIRECTORY

### INTERNATIONAL AIRPORT

#### KL INTERNATIONAL AIRPORT

64000 KLIA Sepang  
Selangor Darul Ehsan, Malaysia  
Tel : +603-8777 8888  
Fax : +603-8926 5510

#### KOTA KINABALU INTERNATIONAL AIRPORT

Beg Berkunci No. 134  
Aras 5, Bangunan Terminal 1  
88740 Kota Kinabalu Sabah, Malaysia  
Tel : +6088-325 555  
Fax : +6088-325 511  
(STOLports under the supervision of  
Kota Kinabalu International Airport:  
Kudat & Long Pasia)

#### KUCHING INTERNATIONAL AIRPORT

Peti Surat 1070  
93722 Kuching, Sarawak, Malaysia  
Tel : +6082-617 005

#### LANGKAWI INTERNATIONAL AIRPORT

07100 Padang Mat Sirat, Pulau  
Langkawi, Kedah Darul Aman, Malaysia  
Tel : +604-955 1311  
Fax : +604-955 1314

#### PENANG INTERNATIONAL AIRPORT

11900 Bayan Lepas Pulau Pinang,  
Malaysia  
Tel : +604-252 0252  
Fax : +604-643 5339

### DOMESTIC AIRPORT

#### MELAKA AIRPORT

75350 Melaka, Malaysia  
Tel : +606-317 5860  
Fax : +606-317 5214

#### SULTAN ABDUL AZIZ SHAH AIRPORT

47200 Subang, Selangor Darul Ehsan,  
Malaysia  
Tel : +603-7845 3245  
Fax : +603-7846 3679

#### SULTAN ABDUL HALIM AIRPORT

06550 Alor Setar  
Kedah Darul Aman, Malaysia  
Tel : +604-714 4126  
Fax : +604-714 5345

#### SULTAN AHMAD SHAH AIRPORT

25150 Kuantan  
Pahang Darul Makmur, Malaysia  
Tel : +609-531 2123  
Fax : +609-538 4017  
(STOLport under the supervision of  
Sultan Ahmad Shah Airport: Tioman)

#### SULTAN AZLAN SHAH AIRPORT

31350 Ipoh  
Perak Darul Ridzuan, Malaysia  
Tel : +605-318 8202  
Fax : +605-312 2295  
(STOLport under the supervision of  
Sultan Azlan Shah Airport: Pangkor)

#### SULTAN ISMAIL PETRA AIRPORT

Pengkalan Chepa  
16100 Kota Bharu, Kelantan Darul Naim  
Malaysia  
Tel : +609-773 7400  
Fax : +609-773 2852

#### SULTAN MAHMUD AIRPORT

21300 Kuala Terengganu  
Terengganu Darul Iman, Malaysia  
Tel : +609-667 3666  
Fax : +609-662 6670

#### BINTULU AIRPORT

97000 Bintulu, Sarawak, Malaysia  
Tel : +6086-339 163  
Fax : +6086-337 011  
(STOLport under the supervision of  
Bintulu Airport: Belaga)

#### LIMBANG AIRPORT

98700 Limbang Sarawak, Malaysia  
Tel : +6085-212 090  
Fax : +6085-214 979

#### MIRI AIRPORT

P.O. Box 851  
98008 Miri, Sarawak, Malaysia  
Tel : +6085-615 204/205  
Fax : +6085-614 357

(STOLports under the supervision of Miri  
Airport: Long Seridan, Long Banga, Long  
Lellang, Long Akah, Marudi, Bakelalan, Long  
Semado, Lawas and Bario)

#### MUKAH AIRPORT

Jalan Oya, Mukah,  
96400, Mukah, Sarawak  
Tel : +608-4871 212

#### MULU AIRPORT

98008 Miri, Sarawak, Malaysia  
Tel : +6085-792 102  
Fax : +6085-792 102

#### SIBU AIRPORT

P.O. Box 645  
96000 Sibu, Sarawak, Malaysia  
Tel : +6084-307 770  
Fax : +6084-307 709  
(STOLports under the supervision of  
Sibu Airport: Kapit)

#### LABUAN AIRPORT

Jalan Tun Mustafa P.O. Box 80569,  
87015 W.P. Labuan Sabah, Malaysia  
Tel : +6087-416 007/415 015

#### LAHAD DATU AIRPORT

P.O. Box 60928  
91118 Lahad Datu, Sabah, Malaysia  
Tel : +6089-881 033  
Fax : +6089-881 618

#### SANDAKAN AIRPORT

P.O. Box 1719  
90719 Sandakan, Sabah, Malaysia  
Tel : +6089-667 784  
Fax : +6089-667 778

#### TAWAU AIRPORT

P.O. Box 60132  
91011 Tawau, Sabah, Malaysia  
Tel : +6089-950 777  
Fax : +6089-950 781  
(STOLport under the supervision of  
Tawau Airport: Semporna)



## INDEPENDENT ASSURANCE STATEMENT



### SIRIM QAS INTERNATIONAL SDN BHD INDEPENDENT ASSURANCE STATEMENT

#### **To Board of Directors, Stakeholders, and Interested Parties,**

SIRIM QAS International Sdn. Bhd. was engaged by Malaysia Airports Holdings Berhad (hereafter referred to as MAHB) to perform an independent verification and provide assurance of MAHB Sustainability Review 2022. The main objective of the verification process is to provide assurance to MAHB and its stakeholders on the accuracy and reliability of the information as presented in this report. The verification by SIRIM QAS International applied to all sustainability performance information (subject matter) within the assurance scope which is included in MAHB Sustainability Review 2022.

The management of MAHB was responsible for the preparation of the Sustainability Review. The objectivity and impartiality of this report is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of the MAHB Sustainability Review and Integrated Annual Report 2022.

The assurance engagement was designed to provide limited assurance in reference to International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and BURSA Sustainability Reporting Guide, irrespective of the organization's ability to achieve its objectives, targets or expectations on their subject matter and sustainability-related issues. The assurance activity evaluates the adequacy of MAHB Sustainability Report and its overall presentation against respective framework such as UN-SDGs, GRI Standards requirement and other relevant frameworks. The assurance process involves verification of applicable subject matter. Details provided in Appendix 1 of this statement.

The verification was carried out by SIRIM QAS International in March 2023, with the following methodologies:

- Reviewing and verifying the traceability, consistency and accuracy of information collected from various sources; internal and external documentation which are made available during the conduct of assessment.
- Verification of data presented in the Sustainability Review includes a detailed review of the sampled data.
- Interviewing key personnel responsible for collating information and writing various parts of the report in order to substantiate the veracity of the claims.

#### **Enhancement in 2022**

In 2022, MAHB began an exercise to review and improve their sustainability framework and more structured in addressing climate change related matters. The revised framework which will be announced in 2023 includes developing a strategy and roadmap towards net-zero carbon emissions. As part of the transition, MAHB has begun reporting on sustainability based on ESG considerations, as compared to its previous reporting which has been based on their five sustainability pillars.

## INDEPENDENT ASSURANCE STATEMENT

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of other information reported in MAHB's Integrated Report 2022.
- The MAHB corporate office in Sepang, Selangor, was visited as part of this assurance engagement. The verification process did not include physical inspections of any of MAHB's assets. And,
- The verification team did not verify any contractor or third-party data, including the total computation of carbon footprint for Malaysia Airports has been based on the Airport Carbon Emission Reporting Tool (ACERT) under Airport Carbon Accreditation program.

### Conclusion

SIRIM QAS International, a Conformity Assessment Body in Malaysia, is accredited to both ISO 17021-1:2015 and ISO 17065:2012 covering all our operational activities. The appointed assessors performing the assurance engagement were selected appropriately based on our internal qualifications, training and experience. The verification process is reviewed by management to ensure that the approach and assurance are strictly followed and operated transparently. During the verification process, issues were raised, and clarifications were sought from the management of MAHB relating to the accuracy of some of the information contained in the report. In response to the raised findings, the Sustainability Review was subsequently reviewed and revised by MAHB. It is confirmed that changes that have been incorporated into the final version of the report have satisfactorily addressed all issues. Based on the scope of the assessment process and evidence obtained, the following represents SIRIM QAS International's opinion:

- The level of data accuracy included in MAHB Sustainability Review 2022 is fairly stated;
- The level of disclosure of the specific sustainability performance information presented in the report was found to be properly prepared;
- The personnel responsible were able to demonstrate the origin(s) and interpretation of data contained in the report;
- The sustainability report provides a reasonable and balanced presentation of the sustainability performance of Malaysia Airports Holdings Berhad.

#### List of Assessors.

1)	Ms. Aernida Abdul Kadir	:	Team Leader
2)	Ms. Kamini Sooriamorthy	:	Team Member
3)	Ms. Suzalina Kamaralarifin	:	Team Member

Statement Prepared by:

  
 \_\_\_\_\_  
**AERNIDA BINTI ABDUL KADIR**  
 Team Leader  
 Management System Certification Department  
 SIRIM QAS International Sdn. Bhd.  
 Date: 30 March 2023

Statement Approved by:

  
 \_\_\_\_\_  
**FAUZIAH BINTI FADZIL**  
 Acting Senior General Manager  
 Management System Certification Department  
 SIRIM QAS International Sdn. Bhd.  
 Date: 6 April 2023

## INDEPENDENT ASSURANCE STATEMENT

Appendix 1 The topics and information covered in this assessment is tabulated below:		CLASSIFICATION OF DATA			
		HIGH	MEDIUM	LOW	UNSUBSTANTIATED
Environment	Improving Energy Efficiency				
	Energy Monitoring and Control				
	Waste Management				
	Water Management				
	Water Management – Rainwater Harvesting				
Social	Standard and Certification				
	Human Rights				
	Diversity				
	Turnover				
	Learning and Development				
	Health and Safety				
Governance	Community Enrichment				
	Standard and Certification				
	Cybersecurity				
	Procurement				
Airport Data	Integrity in Supply Chain				
	Standard and Certification				
	MASB and KUL, Malaysia				
	IAW, Türkiye				

**Note 1:**

This Independent Assurance Statement has been issued based on the controls verified prior to the approval date. SIRM QAS International Sdn Bhd shall not be responsible for any changes or additions made after the referred date (8 April 2023).

**Note 2:**

The assurance involves actively aims to obtain sufficient appropriate evidence to express a conclusion designed to enhance the degree of confidence of the intended users other than the responsible party, about the subject matter information. It comprises of activities carried out to assess the quality and credibility of the qualitative and quantitative information reported by the organization. This assurance is different from activities used to assess or validate the organization's performance, such as compliance assessments or the issuing of certifications against specific standards.

**Note 3:**

Definition of HIGH, MEDIUM, LOW and UNSUBSTANTIATED Classification of Data in this Appendix 1.

**HIGH** – Data and information reviewed has been confirmed with the direct owners. The source of the data origin was provided during the conduct of the assessment.

**MEDIUM** – Data and information has been confirmed with the direct owners. However, the source of the data origin has been based on secondary data which is not accessible by the verifiers during the conduct of the assessment.

**LOW** – Data and information reviewed has been based on information endorsed by the data owners. Verifiers did not have access to the source of the data origin. It has been identified as one of the limitations during the conduct of the assessment.

**UNSUBSTANTIATED** – Data and information was not made available during the assessment review period due to reasons like confidentiality, unavailable data source and unavailable data owner. It has been identified as one of the limitations during the conduct of the assessment.

## NOTICE OF 24<sup>TH</sup> ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the Twenty-Fourth Annual General Meeting (“24<sup>th</sup> AGM” or “the Meeting”) of Malaysia Airports Holdings Berhad (“MAHB” or “the Company”) will be held physically at Gateway Ballroom, Level 1, Sama-Sama Hotel, KL International Airport, Jalan CTA 4B, 64000 KLIA, Sepang, Selangor Darul Ehsan (“Main Venue”) and virtually through live streaming hosted on Securities Services e-Portal (“e-Portal”) at <https://sshsb.net.my/> (“Virtual Platform”) on Thursday, 1 June 2023 at 11:00 a.m. or any adjournment thereof to transact the following Ordinary Business:

1. To receive the Audited Financial Statements of the Company for the financial year ended 31 December 2022 together with the Reports of the Directors and Auditors thereon.  
**Please refer to Explanatory Note 1**
2. To approve the payment of Directors’ fees and benefits of up to RM4,500,000.00 to the Non-Executive Directors (“NEDs”) of the Group with effect from 2 June 2023 until the next AGM in 2024.  
**Please refer to Explanatory Note 2** **Ordinary Resolution 1**
3. To re-elect Tan Sri Datuk Zainun Ali who retires in accordance with Rule 132 of the Constitution of the Company, and being eligible, offers herself for re-election.  
**Please refer to Explanatory Note 3** **Ordinary Resolution 2**
4. To re-elect Datuk Johan Mahmood Merican who retires in accordance with Rule 132 of the Constitution of the Company, and being eligible, offers himself for re-election.  
**Please refer to Explanatory Note 3** **Ordinary Resolution 3**
5. To re-elect Tan Sri Mohamad Salim Fateh Din who retires in accordance with Rule 132 of the Constitution of the Company, and being eligible, offers himself for re-election.  
**Please refer to Explanatory Note 3** **Ordinary Resolution 4**
6. To re-elect Cheryl Khor Hui Peng who retires in accordance with Rule 132 of the Constitution of the Company, and being eligible, offers herself for re-election.  
**Please refer to Explanatory Note 3** **Ordinary Resolution 5**
7. To re-elect Dato’ Ir. Mohamad Husin who retires in accordance with Rule 134 of the Constitution of the Company, and being eligible, offers himself for re-election.  
**Please refer to Explanatory Note 4** **Ordinary Resolution 6**
8. To re-elect Datuk Azailiza Mohd Ahad who retires in accordance with Rule 134 of the Constitution of the Company, and being eligible, offers herself for re-election.  
**Please refer to Explanatory Note 4** **Ordinary Resolution 7**
9. To re-appoint Ernst & Young PLT (“EY”) as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.  
**Please refer to Explanatory Note 5** **Ordinary Resolution 8**
10. To transact any other business of which due notice shall have been duly given in accordance with the Companies Act 2016 (“CA 2016”) and the Constitution of the Company.

By Order of the Board

**ZAWARDI SALLEH**  
SSM PC No.: 202008003088  
MAICSA 7026210  
Company Secretary

Sepang, Selangor Darul Ehsan  
28 April 2023

## NOTICE OF 24<sup>TH</sup> ANNUAL GENERAL MEETING

### NOTES TO THE NOTICE OF 24<sup>TH</sup> AGM

#### 1. Mode and Venue of the Meeting

The 24<sup>th</sup> AGM of the Company will be held on a hybrid basis whereby members will be able to either attend the Meeting in person at the Main Venue or participate virtually via the Virtual Platform. Kindly refer to the AGM Administrative Details for a full guide to attending in person and participating virtually in the 24<sup>th</sup> AGM.

Section 327(2) of CA 2016 requires the chairman of the meeting to be present at the main venue of the meeting. Therefore, the main venue of the 24<sup>th</sup> AGM is Gateway Ballroom, Level 1, Sama-Sama Hotel, KL International Airport, Jalan CTA 4B, 64000 KLIA, Sepang, Selangor Darul Ehsan. The Virtual Platform will be hosted on the e-Portal at <https://sshshb.net.my/> (MYNIC Domain Registration No.: D4A004360) provided by SS E Solutions Sdn Bhd in Malaysia.

The primary mode of communication by the participants during the conduct of the 24<sup>th</sup> AGM is via physical presence in person for those who are attending at the Main Venue and real-time text messaging facility on the e-Portal for those who are participating virtually via the Virtual Platform. In the event of any technical issue with the Virtual Platform mode, participants may email their questions relevant to the business of the 24<sup>th</sup> AGM to [eservices@sshshb.com.my](mailto:eservices@sshshb.com.my) during the Meeting.

#### 2. Members Entitled to Attend and Participate

Only a depositor whose name appears on the Record of Depositors as of 25 May 2023 shall be regarded as a member and entitled to attend, participate and vote at the Meeting or appoint proxy to attend, participate and vote on his behalf at the Meeting.

A member of the Company who is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account") may appoint multiple proxies in respect of each Omnibus Account it holds.

#### 3. Appointment of Proxy

A member shall be entitled to appoint another person or persons as his proxy to exercise all or any of his rights to attend, participate, speak and vote at the Meeting. Such proxy need not be a member of the Company.

A member may appoint any person to be his proxy without limitation. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his holdings to be represented by each proxy.

Any corporation which is a member may, by a resolution of its directors or other governing body, authorise such person as it thinks fit to act as its representative at the Meeting.

The instrument appointing a proxy shall be in print or in writing under the hand of the appointer or his duly constituted attorney, or if such appointer is a corporation, under its common seal or the hand and seal of its attorney.

## NOTICE OF 24<sup>TH</sup> ANNUAL GENERAL MEETING

The instrument appointing a proxy and the power of attorney or other authority (if any) under which it is signed or notarially certified copy of that power or authority shall be deposited not less than forty-eight (48) hours before the time appointed for holding the Meeting or any adjournment thereof in the following manner:

a. In hardcopy

The original instrument must be deposited by hand at the registered office of the Company at Malaysia Airports Corporate Office, Persiaran Korporat KLIA, 64000 KLIA, Sepang, Selangor Darul Ehsan ("Registered Office").

The instrument may be submitted via email at [agm@malaysiaairports.com.my](mailto:agm@malaysiaairports.com.my) or fax at 03-8777 7512. However, the original instrument must be deposited at the Registered Office by hand or post.

b. By electronic means

The instrument may also be lodged electronically via the e-Portal. The procedure to submit the instrument electronically is set out in the AGM Administrative Details.

#### 4. Voting

Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of 24<sup>th</sup> AGM will be put to vote by way of poll.

At the 24<sup>th</sup> AGM, members will be able to vote either in person if they are attending physically at the Main Venue or via the e-Portal if they are participating virtually via the Virtual Platform.

#### EXPLANATORY NOTES ON ORDINARY BUSINESS OF 24<sup>TH</sup> AGM

##### 1. Audited Financial Statements

The Audited Financial Statements are laid pursuant to Section 340(1)(a) of CA 2016 and meant for discussion only as they do not require members' approval pursuant to Section 251(1)(a) of CA 2016. As such, the matter will not be put forward for voting.

##### 2. Payment of Directors' Fees and Benefits

Section 230(1) of CA 2016 provides, among others, that the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.

In this respect, the members' approval shall be sought at the 24<sup>th</sup> AGM on the payment of Directors' fees and benefits of up to RM4,500,000.00 to the NEDs of the Group with effect from 2 June 2023 until the next AGM in 2024 ("Relevant Period") as follows:

- a. The payment of Directors' fees for NEDs for the Relevant Period is based on the following fee structures:

No.	Description	Chairman	NEDs
1.	Directors' fees for the Company	RM18,000 per month	RM12,000 per month
2.	Directors' fees for the Company's subsidiaries	RM4,000 per month	RM3,000 per month

## NOTICE OF 24<sup>TH</sup> ANNUAL GENERAL MEETING

- b. The Directors' benefits payable for NEDs for the Relevant Period comprises the following components:

No.	Description	Chairman	NEDs
1.	Senior Independent Director Allowance of the Company (per month)	N/A	RM1,000
2.	Meeting Allowance (per meeting):		
	a. The Company		
	i. Board	RM5,000	RM3,000
	ii. Board Committees	RM4,000	RM2,000
	iii. Other Committees	RM1,500	RM1,000
	b. Board of the Company's Subsidiaries	RM1,500	RM1,200
	c. Board Committees of the Company's Subsidiaries		
	i. İstanbul Sabiha Gökçen Uluslararası Havalimanı Yatırım Yapım ve İşletme A.Ş. ("ISG"); and SGC Havalimanı İşletmeleri Ticaret ve Turizm A.Ş. ("SGC")#	RM2,500	RM2,000
3.	Other Benefits and Entitlements	Directors' appreciation gift, out of pocket expenses, car allowance*, entertainment allowance*, personal assistance allowance*, petrol, toll, IT and telecommunication devices, club membership*, professional membership, privilege cards and other customary benefits such as insurance and medical coverage.	

\* For Chairman only.

# Deemed as one (1) meeting since the contents of the meetings are similar in nature and meetings are held on the same day.

In determining the estimated amount of Directors' fees and benefits payable to the NEDs during the Relevant Period, the Board has considered various factors including the number of scheduled and estimated special meetings for the Board, Board Committees and Boards of the Company's subsidiaries and the number of NEDs involved in these meetings based on the current number of NEDs in office. The amount also includes a provisional sum as a contingency for future appointments of NEDs on the Board, Board Committees and Boards of the Company's subsidiaries and increase in the number of meetings.

The Board had, at its meeting held on 3 February 2023, established a view that the payment of Directors' fees and benefits to the NEDs is just and equitable, particularly after the NEDs have discharged their responsibilities and rendered their services to the Company and its subsidiaries throughout the Relevant Period.

Payment of the Directors' fees and benefits to the NEDs will be made on a monthly basis and/or as and when they are incurred subject to the passing of the proposed Ordinary Resolution 1 at the 24<sup>th</sup> AGM.

In the event that the payment of Directors' fees and benefits during the Relevant Period exceeds the estimated amount sought to be approved in the 24<sup>th</sup> AGM, a members' approval shall be sought at the next AGM in 2024 for the payment of the additional amount.

Ordinary Resolution 1 is proposed in accordance with Rule 114 of the Constitution of the Company, and if passed, shall take effect on 2 June 2023.

## NOTICE OF 24<sup>TH</sup> ANNUAL GENERAL MEETING

### 3. Re-election of Directors under Rule 132 of the Constitution of the Company

Rule 132 of the Constitution of the Company provides that any director appointed by the Board, either to fill a casual vacancy or as an additional to the existing directors, shall hold office until the next AGM at which the director shall retire and be eligible for re-election.

The directors who joined the Board since the last AGM are as follows:

- a. Datuk Johan Mahmood Merican was appointed as Non-Independent NED of the Company on 29 June 2022. He is a nominee of the Special Shareholder of the Company, i.e., Minister of Finance (Incorporated).
- b. Tan Sri Mohamad Salim Fateh Din and Cheryl Khor Hui Peng were appointed as Independent NEDs of the Company on 25 July 2022.
- c. Tan Sri Datuk Zainun Ali was appointed as Non-Independent Non-Executive Chairman of the Company on 17 February 2023. She is a nominee of the Special Shareholder of the Company, i.e., Minister of Finance (Incorporated).

Pursuant to Rule 132, Tan Sri Datuk Zainun Ali, Datuk Johan Mahmood Merican, Tan Sri Mohamad Salim Fateh Din and Cheryl Khor Hui Peng will retire from office, and being eligible, have offered themselves for re-election at the 24<sup>th</sup> AGM.

The Board had, at its meeting held on 10 April 2023, endorsed the recommendation from Board Nomination & Remuneration Committee ("BNRC") to re-elect the retiring Directors who are seeking re-election at the 24<sup>th</sup> AGM based on the satisfaction of the fit and proper criteria prescribed by Directors' Fit and Proper Policy.

### 4. Re-election of Directors under Rule 134 of the Constitution of the Company

Rule 134 of the Constitution of the Company states that at the AGM in every subsequent year, one-third of the directors for the time being or the number nearest to one-third shall retire from office. The retiring directors are eligible for re-election and shall act as directors throughout the meeting at which they retire.

Pursuant to Rule 134, Dato' Ir. Mohamad Husin and Datuk Azailiza Mohd Ahad will retire from office, and being eligible, have offered themselves for re-election at the 24<sup>th</sup> AGM.

The Board had, at its meeting held on 10 April 2023, endorsed the recommendation from BNRC to re-elect the retiring Directors who are seeking re-election at the 24<sup>th</sup> AGM based on the satisfaction of the fit and proper criteria prescribed by Directors' Fit and Proper Policy.

### 5. Re-appointment of Auditors of the Company

The Board Audit Committee ("BAC") and the Board collectively agreed that EY have met the relevant criteria prescribed by Paragraph 15.21 of Listing Requirements.

The Board had, at its meeting held on 10 April 2023, endorsed the recommendation from BAC for members' approval be sought at the 24<sup>th</sup> AGM on the re-appointment of EY as Auditors of the Company to hold office until the conclusion of the next AGM in 2024 in accordance with Section 271 of CA 2016, and their remuneration be determined by the Board.



## STATEMENT ACCOMPANYING NOTICE OF 24<sup>TH</sup> ANNUAL GENERAL MEETING

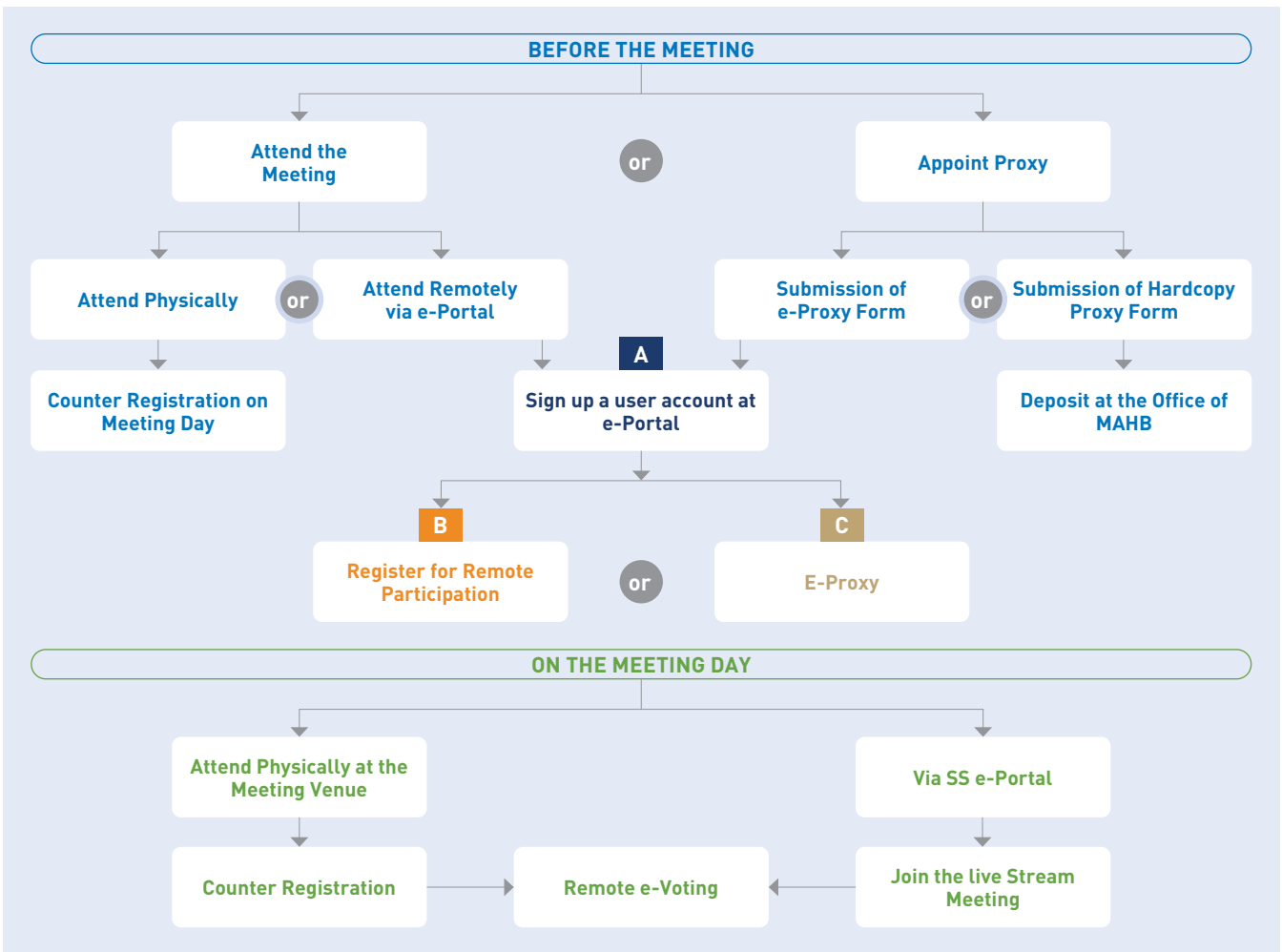
Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad:

### **Directors who are standing for re-election at the 24<sup>th</sup> Annual General Meeting ("24<sup>th</sup> AGM")**

The profiles of Directors standing for re-election at the 24<sup>th</sup> AGM and details of their interest in the securities of the Company are set out in the sections titled "Board of Directors' Profile" and "Analysis of Shareholdings" of the Annual Report 2022.

## AGM ADMINISTRATIVE DETAILS

Date	: Thursday, 1 June 2023
Time	: 11:00 a.m.
Meeting Mode	: Hybrid meeting (Physical and virtual)
<b>VENUE</b>	
Physical Participants	: Gateway Ballroom, Level 1, Sama-Sama Hotel, KL International Airport, Jalan CTA 4B, 64000 KLIA, Sepang, Selangor Darul Ehsan
Online Participants	: Virtually through live streaming hosted on Securities Services e-Portal (“e-Portal”) at <a href="https://sshsb.net.my/">https://sshsb.net.my/</a>



### GUIDANCE ON HYBRID MEETING

This Hybrid meeting of the Company will be conducted in accordance with the Guidance Note and FAQs on the Conduct of General Meetings for Listed Issuers issued by the Securities Commission Malaysia (“**SC Guidance Note & FAQs**”).

## AGM ADMINISTRATIVE DETAILS

### REQUIRE ASSISTANCE?

<b>SS E Solutions Sdn Bhd</b> Registration No. 202001010461 (1366781-T) Level 7, Menara Milenium Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights 50490 Kuala Lumpur	Ask for <b>e-Services Team</b> during office hours on Monday to Friday from 8:30 a.m. to 12:15 p.m. and from 1:15 p.m. to 5:30 p.m. (except on public holidays)	
	General Line	: +603 2084 9000
	Email	: eservices@sshsb.com.my
<b>Malaysia Airports Holdings Berhad</b>	Fax Number	: +603 2094 9940 or +603 2095 0292
	General Line	: +603 8777 7000 (Company Secretarial Office)
	Email	: agm@malaysiaairports.com.my
	Fax Number	: +603 8777 7512

### Securities Services e-Portal

#### A Sign up for a user account at e-Portal

- Step 1** Visit <https://sshsb.net.my/>
- Step 2** Sign up for a user account.
- Step 3** Wait for our notification email that will be sent within one (1) working day.
- Step 4** Verify your user account within seven (7) days of the notification email and log in.

- ▶ We require 1 working day to process all user sign-ups. If you do not have a user account with the e-Portal, you will need to sign up for a user account by the deadlines stipulated below.
- ▶ Your registered email address is your User ID.

To register for the meeting under (B) or to submit e-Proxy Form under (C) below, please sign up for a user account by **28 May 2023**, failing which you may only be able to submit the hard copy proxy form.

This is a ONE-TIME sign up only. If you already have a user account, please proceed to either (B) or (C) below.

## AGM ADMINISTRATIVE DETAILS

**B Register for Remote Participation at the Meeting**

**Registration for Remote Participation Closing Date and Time: Tuesday, 30 May 2023 at 11:00 a.m.**

- ▶ Log in to <https://sshsb.net.my/> with your registered email and password.
- ▶ Look for **Malaysia Airports Holdings Berhad** under Company Name and **24<sup>th</sup> AGM on 1 June 2023 at 11:00 a.m. – Registration for Remote Participation** under Corporate Exercise/Event and click “>” to register for remote participation at the meeting.

**Step 1**

Check if you are attending as –

- Individual shareholder
- Corporate or authorised representative of a body corporate

*For body corporates, the appointed corporate/authorised representative has to upload the evidence of authority (e.g. Certificate of Appointment of Corporate Representative, Power of Attorney, Letter of Authority or other documents proving authority). All documents that are not in English or Bahasa Malaysia have to be accompanied by a certified translation in English in 1 file. The original evidence of authority and translation thereof, if required, have to be submitted at the office of the Share Registrar, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan for verification before the registration closing date and time above.*

**Step 2**

Submit your registration.

Shareholders who wish to join remotely must register for remote participation at the meeting and are highly encouraged to register as early as possible and before the closing date and time stated above in order to ensure timely access to the meeting. Access shall be granted only to eligible shareholders in accordance with the General Meeting Record of Depositors.

A copy of your e-Registration for remote participation can be accessed via **My Records** (refer to the left navigation panel).

Your registration will apply to **all the CDS account(s)** of each individual shareholder / body corporate shareholder that you represent. If you are both an individual shareholder and representative of body corporate(s), you need to register as an individual and also as a representative for each body corporate.

As the meeting will be conducted on a hybrid basis, we highly encourage all shareholders to remotely or physically participate and vote at the meeting, failing which, you may appoint the Chairman of the meeting as proxy or your own proxy(ies) to represent you.

## AGM ADMINISTRATIVE DETAILS

### C Submit e-Proxy Form

**Proxy Form Submission Closing Date and Time: Tuesday, 30 May 2023 at 11.00 a.m.**

- ▶ Log in to <https://sshsb.net.my/> with your registered email and password.
- ▶ Look for **Malaysia Airports Holdings Berhad** under Company Name and **24<sup>th</sup> AGM on 1 June 2023 at 11:00 a.m. – Submission of Proxy Form** under Corporate Exercise/Event and click “>” to submit your proxy forms online for the meeting by the submission closing date and time above.

**Step 1** Check if you are submitting the proxy form as –

- Individual shareholder
- Corporate or authorised representative of a body corporate  
*For body corporates, the appointed corporate/authorised representative is to upload the evidence of authority (e.g. Certificate of Appointment of Corporate Representative, Power of Attorney, Letter of Authority or other documents proving authority). All documents that are not in English or Bahasa Malaysia have to be accompanied by a certified translation in English in 1 file. The original evidence of authority and translation thereof, if required, have to be submitted to the Share Registrar, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan for verification before the proxy form submission closing date and time above .*

**Step 2** Enter your CDS account number or the body corporate’s CDS account number and corresponding number of securities. Then enter the information of your proxy(ies) and the securities to be represented by your proxy(ies).  
**You may appoint the Chairman of the meeting as your proxy where you are not able to participate remotely.**

**Step 3** Proceed to indicate how your votes are to be casted against each resolution.

**Step 4** Review and confirm your proxy form details before submission.

- ▶ A copy of your submitted e-Proxy Form can be accessed via **My Records** (refer to the left navigation panel).
- ▶ You need to submit your e-Proxy Form for **every CDS account(s)** you have or represent.

#### Proxies who attend remotely

All appointed proxies need not register for remote participation under (B) above but if they are not registered Users of the e-Portal, they will need to register as Users of the e-Portal under (A) above by **28 MAY 2023. PLEASE NOTIFY YOUR PROXY(IES) ACCORDINGLY.** Upon processing the proxy forms, we will grant the proxy access to remote participation at the meeting to which he/she is appointed for instead of the shareholder, provided the proxy must be a registered user of the e-Portal, failing which, the proxy will not be able to participate at the meeting as the meeting will be conducted on a hybrid basis.

## AGM ADMINISTRATIVE DETAILS

**Registration for Physical Attendance at the Meeting**

Shareholders and proxies who wish to attend the Meeting physically are NOT required to register for the meeting in advance. Please proceed to any one of the registration counters on the meeting day.

**Hard Copy Proxy Form**

**Proxy Form Closing Date & Time: Tuesday, 30 May 2023 at 11.00 a.m.**

The hard copy of proxy form may also be deposited at the Registered Office of the Company at Malaysia Airports Corporate Office, Persiaran Korporat KLIA, 64000 KLIA, Sepang, Selangor Darul Ehsan or fax to +03-8777 7512 by the above closing date and time.

**Revocation of Proxy Forms**

The lodging of the Form of Proxy shall not preclude you from participating, speaking and voting in person at the Meeting should you subsequently wish to do so provided a notice of termination of proxy authority in writing is given to the Company not less than 48 hours before the commencement of the meeting or adjournment thereof. Should you wish to participate remotely, please register in advance – see (B) above.

**General Meeting Record of Depositors**

In respect of deposited securities, only members whose names appear in the Record of Depositors on 25 May 2023 ("**General Meeting Record of Depositors**") shall be eligible to attend the Meeting.

**On the Meeting Day (Attending via Securities Services e-Portal)**

Log in to <https://sshsb.net.my/> with your registered email and password.

**Join the Live Stream Meeting (eLive)**

**eLive Access Date and Time: Thursday, 1 June 2023 at 10:30 a.m.**

- ▶ Look for **Malaysia Airports Holdings Berhad** under Company Name and **24<sup>th</sup> AGM on 1 June 2023 at 11:00 a.m. - Live Stream Meeting** under Corporate Exercise/Event and click ">" to join the meeting.

The access to the live stream meeting will open on the abovementioned date and time.

If you have any questions to raise, you may use the text box to transmit your question. The Chairman/Board/ Management/ relevant adviser(s) will endeavour to broadcast your question and their answer during the meeting. Do take note that the quality of the live streaming is dependent on the stability of the internet connection at the location of the user.

Please note that the e-Portal is best viewed on the latest versions of Chrome, Firefox, Edge and Safari.

## AGM ADMINISTRATIVE DETAILS

### Vote Online Remotely during the Meeting (eVoting)

**eVoting Access Date and Time: Thursday, 1 June 2023 at 11:00 a.m.**

- ▶ If you are already accessing the Live Stream Meeting, click **Proceed to Vote** under the live stream player.

or

- ▶ If you are not accessing from the Live Stream Meeting and have just logged in to the e-Portal, look for **Malaysia Airports Holdings Berhad** under Company Name and **24<sup>th</sup> AGM on 1 June 2023 at 11:00 a.m. - Remote Voting** under Corporate Exercise/Event and click “>” to remotely cast and submit the votes online for the resolutions tabled at the meeting.

**Step 1** Cast your votes by clicking on the radio buttons against each resolution.

**Step 2** Review your casted votes, confirm and submit the votes.

- The access to eVoting will open on the abovementioned date and time.
- Your votes casted will apply throughout all the CDS accounts you represent as an individual shareholder, corporate/ authorised representative and proxy. Where you are attending as a proxy and the shareholder who appointed you has indicated how the votes are to be casted, we will take the shareholder’s indicated votes in the proxy form.
- The access to eVoting will close as directed by the Chairman of the meeting.
- A copy of your submitted e-Voting can be accessed via **My Records** (refer to the left navigation panel).

## AGM ADMINISTRATIVE DETAILS

**On the Meeting Day (Attending Physically at the Meeting Venue)****Counter Registration****Counter Registration Closing Date and Time: As directed by the Chairman of the Meeting**

- Step 1** Proceed to any one of the registration counters with your MyKad/Passport.
- Step 2** You will be given a wristband with a QR code for voting access.
- Step 3** No person shall be allowed to register on behalf of another individual even with the original MyKad/Passport of that individual.
- Step 4** If you had registered via e-Portal earlier and you had been granted access, please proceed to Help Desk for assistance.
- Step 5** The registration counters are strictly to handle verification of identity and registration. If you have any other enquiry(ies), please proceed to the Help Desk.

**Vote Online Remotely during the Meeting (eVoting)****eVoting Access Date and Time: Thursday, 1 June 2023 at 11:00 a.m.**

- Step 1** Scan the QR code using your own device/handphone from the wristband given to you upon your registration at the registration counter.
- Step 2** Enter your NRIC last four (4) digit or full passport number with characters.
- Step 3** Click '**LOG IN**' to proceed to the eVoting page.
- Step 4** Cast your votes by clicking on the radio buttons against each resolution.
- Step 5** Review your casted votes, confirm and submit the votes.

**or**

Proceed to the voting station/kiosks to cast and submit your votes.

Should you encounter any issue, please proceed to Help Desk for assistance.

The access to eVoting will open on the abovementioned date and time.

Please submit your votes for each of the CDS accounts you represent as an individual shareholder, corporate / authorised representative and proxy.

Where you are attending as a proxy, and the shareholder who appointed you has indicated how the votes are to be casted, we shall take the shareholder's indicated votes in the proxy form.

The access to eVoting shall close as directed by the Chairman of the Meeting.



## AGM ADMINISTRATIVE DETAILS

### Other Administrative Notes

#### How to get there?

##### ► By Car

Sama-Sama Hotel, KL International Airport is an 80 km drive from the Kuala Lumpur City Centre, a 40 km drive from Petaling Jaya, and a 30 km drive from Putrajaya/Cyberjaya via the North-South Expressway Central Link (ELITE).



Waze



Google  
Map

Scan Here  
the QR Code for location.

##### ► By Express Rail Link

The Express Rail Link service can be boarded at the KL Sentral Station.

#### Refreshment

Breakfast will be served before commencement of the 24<sup>th</sup> AGM.

Lunch will be available after the 24<sup>th</sup> AGM.

No food or beverages are allowed in the Gateway Ballroom.

#### Parking

- Ample parking spaces are available at the Sama-Sama Hotel and at the short-term, KLIA Terminal 1 Car Park. There is a connecting bridge between the terminal building and Sama-Sama Hotel.
- The Company will only bear parking charges incurred by shareholders/proxy attending the 24<sup>th</sup> AGM and who park their vehicles at the above-mentioned locations.
- The validation counter for the parking will be opened after the conclusion of the 24<sup>th</sup> AGM.
- Please be advised that the Company will not validate or reimburse any parking costs or payment using Touch 'n Go card or parking at any other location other than the above-mentioned locations.

## AGM ADMINISTRATIVE DETAILS

### Door Gift Policy

- Door gifts will be given to shareholders or proxy(ies) upon successful registration.
- Each person, whether attending as shareholder or proxy, shall be eligible for one (1) door gift only.
- A shareholder who is also attending as a proxy is entitled to a maximum of two (2) door gifts irrespective of the number of shareholders he/she represents.
- Where a shareholder appoints two (2) proxies, only the proxy who registers first is eligible for the door gift.
- Door gift for online 24<sup>th</sup> AGM participants will be couriered within 30 days from the Meeting date.

### Submission of questions prior to the Meeting

Members, proxies or corporate representatives may submit questions before the Meeting to the Chairman or Board of Directors ("Board") electronically by email to [agm@malaysiaairports.com.my](mailto:agm@malaysiaairports.com.my) no later than Tuesday, 30 May 2023 at 11.00 a.m. or via real time submission of typed texts through a text box within e-Portal at <https://sshsb.net.my/> when access opens before the start of the Meeting.

### Results of the Voting

Results of the voting on the resolutions proposed at the 24<sup>th</sup> AGM will be announced at the Meeting and subsequently, via an announcement made by the Company through Bursa Malaysia Securities Berhad's website at <https://www.bursamalaysia.com/>

### Annual Report 2022

- The Annual Report 2022 and other accompanying documents are:
  - available online on the Company's website at <https://www.malaysiaairports.com.my/>;
  - available online on Bursa Malaysia Securities Berhad's website at <https://www.bursamalaysia.com/> under the Company's announcement.

### Closure of the Meeting

The Meeting shall end upon the announcement by the Chairman on the closure of the Meeting.

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# FORM OF PROXY

Malaysia Airports Holdings Berhad  
Registration No. 199901012192 (487092-W)  
Incorporated in Malaysia



CDS Account No.	
No. of Shares Held	

I/We \_\_\_\_\_ NRIC/Passport/Registration No. \_\_\_\_\_  
[FULL NAME IN CAPITAL LETTERS]

of \_\_\_\_\_  
[FULL ADDRESS]

being a member(s) of MALAYSIA AIRPORTS HOLDINGS BERHAD ("MAHB" or "the Company"), hereby appoint(s):

Full name (in capital letters):	NRIC/Passport no.:	Proportion of shareholdings	
		No. of shares	%
Address:	Email:		
	Contact no.:		
Member to indicate with an 'X' in either one of below:			
<input type="checkbox"/> Proxy attends via the e-Portal (Proxy needs to sign up a user account on the e-Portal)		<input type="checkbox"/> Proxy attends at the Main Venue	

and

Full name (in capital letters):	NRIC/Passport no.:	Proportion of shareholdings	
		No. of shares	%
Address:	Email:		
	Contact no.:		
Member to indicate with an 'X' in either one of below:			
<input type="checkbox"/> Proxy attends via e-Portal (Proxy needs to sign up a user account on the e-Portal)		<input type="checkbox"/> Proxy attends at the Main Venue	

or failing whom, \*the CHAIRMAN OF THE MEETING as \*my/our proxy in \*my/our absence to attend, participate and vote for \*me/us and on \*my/our behalf at the Twenty-Fourth Annual General Meeting ("24<sup>th</sup> AGM" or "the Meeting") of the Company to be held physically at Gateway Ballroom, Level 1, Sama-Sama Hotel, KL International Airport, Jalan CTA 4B, 64000 KLIA, Sepang, Selangor Darul Ehsan ("Main Venue") and virtually through live streaming hosted on the Securities Services e-Portal ("e-Portal") at <https://sshsb.net.my/> ("Virtual Platform") on Thursday, 1 June 2023 at 11:00 a.m. and at any adjournment thereof on the resolutions as set out in the Notice of 24<sup>th</sup> AGM.

\*My/our proxy is to vote as indicated in the relevant box below:

\*Strike out whichever not applicable.

Please refer to the Notice of 24<sup>th</sup> AGM for the full wording of the below resolutions.

ORDINARY RESOLUTION NO.	RESOLUTIONS	FOR	AGAINST
1	To approve the payment of Directors' fees and benefits of up to RM4,500,000.00		
2	To re-elect Tan Sri Datuk Zainun Ali		
3	To re-elect Datuk Johan Mahmood Merican		
4	To re-elect Tan Sri Mohamad Salim Fateh Din		
5	To re-elect Cheryl Khor Hui Peng		
6	To re-elect Dato' Ir. Mohamad Husin		
7	To re-elect Datuk Azailiza Mohd Ahad		
8	To re-appoint Ernst & Young PLT as Auditors of the Company and authorise the Directors to fix their remuneration		

Please indicate with an 'X' in the space provided for each resolution as how you wish your votes to be cast. If no specific direction as to voting is given, the proxy will vote or abstain from voting on the resolutions at his discretion.

Signed this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
Signature/Common Seal of Member(s)

**Notes:**

1. A member shall be entitled to appoint another person or persons as his proxy to exercise all or any of his rights to attend, participate, speak and vote at the Meeting. Such proxy need not be a member of the Company.
2. A member may appoint any person to be his proxy without limitation. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his holdings to be represented by each proxy.
3. Any corporation which is a member may, by resolution of its directors or other governing body, authorises such person as it thinks fit to act as its representative at the Meeting.
4. The instrument appointing a proxy shall be in print or in writing under the hand of the appointer or his duly constituted attorney, or if such appointer is a corporation, under its common seal or the hand and seal of its attorney.
5. The instrument appointing a proxy and the power of attorney or other authority (if any) under which it is signed or a notorially certified copy of that power or authority shall be deposited not less than forty-eight (48) hours before the time appointed for holding the Meeting or any adjournment thereof in the following manner:
  - a. In hardcopy  
The original instrument must be deposited at the registered office of the Company at Malaysia Airports Corporate Office, Persiaran Korporat KLIA, 64000 KLIA, Sepang, Selangor Darul Ehsan ("Registered Office"). The instrument may be submitted via email at [agm@malaysiaairports.com.my](mailto:agm@malaysiaairports.com.my) or fax at 03-8777 7512. However, the original instrument must be deposited at the Registered Office by hand or post.
  - b. By electronic means  
The instrument may also be lodged electronically via the e-Portal. The procedure to submit the instrument electronically is set out in the AGM Administrative Details.
6. Only a depositor whose name appears on the Record of Depositors as of 25 May 2023 shall be regarded as a member and entitled to attend, participate and vote at the Meeting or appoint proxy to attend, participate and vote on his behalf at the Meeting.
7. A member of the Company who is an exempt authorised nominee which holds ordinary share in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account") may appoint multiple proxies in respect of each Omnibus Account it holds.

STAMP

The Company Secretary  
**Malaysia Airports Holdings Berhad**  
Registration No. 199901012192 [487092-W]  
Malaysia Airports Corporate Office  
Persiaran Korporat KLIA  
64000 KLIA, Sepang  
Selangor Darul Ehsan

# ANNUAL REPORT REQUISITION FORM

Malaysia Airports Holdings Berhad  
Registration No. 199901012192 (487092-W)  
Incorporated in Malaysia



Dear Shareholders,

Thank you for your continued support for Malaysia Airports Holdings Berhad ("MAHB" or "the Company"). We are pleased to inform you that the full version of the Annual Report 2022 of the Company is also available in printed copy. Should you require a printed copy of the Annual Report 2022, please complete this form and return it to the address below or fax to (+603) 8777 7512. A printed copy of the Annual Report 2022 will be couriered to you within four (4) market days from the date of receipt of your request.

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To : THE COMPANY SECRETARY  
**Malaysia Airports Holdings Berhad**  
Malaysia Airports Corporate Office  
Persiaran Korporat KLIA  
64000 KLIA, Sepang  
Selangor Darul Ehsan

I/We, the shareholder(s) of the Company, wish to request for a printed copy of the Annual Report 2022. Please send a printed copy of the Annual Report 2022 of the Company to the following address:

Name of Shareholder : \_\_\_\_\_

NRIC No./Passport No./Company No. : \_\_\_\_\_

CDS Account No. : \_\_\_\_\_

Address : \_\_\_\_\_

Tel. No. : \_\_\_\_\_

---

Signature of Shareholder

Date:

---

**STAMP**

The Company Secretary  
**Malaysia Airports Holdings Berhad**  
Registration No. 199901012192 [487092-W]  
Malaysia Airports Corporate Office  
Persiaran Korporat KLIA  
64000 KLIA, Sepang  
Selangor Darul Ehsan

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*Hosting Joyful Connections*

**MALAYSIA AIRPORTS HOLDINGS BERHAD**

Registration No. 199901012192 (487092-W)

Malaysia Airports Corporate Office,  
Persiaran Korporat KLIA,  
64000 KLIA, Sepang,  
Selangor Darul Ehsan, Malaysia.

Tel : +603-8777 7000

Fax : +603-8777 7778



Malaysia Airports



@MY\_Airports



malaysiaairports



Malaysia Airports



*This Annual Report was printed entirely on environment-friendly paper*