Statement on Corporate Governance

The Board of Directors ("the Board") is committed to upholding high standards of good Corporate Governance in conducting the affairs of the Company and its subsidiaries ("the Group"). The Board will continue to enhance corporate governance in order to safeguard the interests of shareholders and other stakeholders.

The Board is pleased to share the manner in which the Principles of the Malaysian Code of Corporate Governance 2021 ("MCCG 2021") issued by the Securities Commission Malaysia has been applied within the Group and the extent to which the Group has complied with the Recommendations of the MCCG 2021 during the financial year ended 31 December 2021.

I. ESTABLISH CLEAR ROLES AND RESPONSIBILITIES

The Board is responsible for the stewardship of the business and affairs of the Group on behalf of the shareholders with view of enhancing long-term value of their investment. The functions and responsibilities of the Board include the following six (6) specific responsibilities:

- i. Adopting and reviewing a strategic plan for the Group;
- ii. Overseeing and evaluating the conduct and performance of the Group's businesses;
- iii. Identifying and managing principal risks and ensuring the implementation of appropriate systems to manage these risks;
- iv. Succession planning, including appointing, training, fixing the remuneration of senior management of the Group;
- v. Developing and implementing an investor relations programme or shareholder communications policy for the Group; and
- vi. Reviewing the adequacy and integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.

The Group is also committed towards sustainable development. Employees' welfare, environment and community responsibilities are integral to the conduct of the Group's business. The sustainability statement is set out on pages 14 to 16 of this Annual Report.

In performing its duties, the Board has access to the advice and services of the Company Secretaries and, if necessary, may seek independent professional advice about the affairs of the Group.

To assist in the discharge of its stewardship role, the Board has established Board Committees, namely the Audit Committee, Nominating Committee and Remuneration Committee, to examine specific issues within their respective terms of reference as approved by the Board and for them to report to the Board their recommendations. The ultimate responsibility for decision making, however, lies with the Board.

Board Charter

The Board has adopted a Board Charter, setting out, inter-alia, the roles and responsibilities of the Board, Board Committees, Executive and Non-Executive and Management. The Charter includes the limits of authority accorded and also contains a formal schedule of matters reserved to the Board for deliberation and decision so that the control and direction of the Group's businesses are in its trends. The Board will review Board Charter from time to time to ensure consistency with the Board's Strategies and relevance to standard of corporate governance.

In line with practices in the MCCG 2021 to make public the Board Charter, the Company has established and uploaded the Board Charter on its website at www.abmfujiya.com.my.

Whistle-Blowing

In light of the requirements stipulated under the Capital Markets and Services Act 2007, the Bursa Malaysia's Corporate Governance Guide and the Companies Act 2016, the Board recognises the importance of whistle-blowing and is committed to maintain the highest standards of ethical conduct within the Group.

Anti-Bribery and Corruption Policy

In line with the introduction of corporate liability provision for bribery and corruption under Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018, the Board adopted an Anti-Bribery and Corruption Policy, outlining the Group's commitment towards the highest standard of ethical practices to conduct business dealings. The Company has uploaded the Policy on its website at www.abmfujiya.com.my.

Directorships in Other Companies

In compliance with Paragraph 15.06 restriction on directorship in listed issuers of the Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Malaysia"), the Directors of the Company do not hold more than five (5) directorships in Public Listed Companies and the listing of directorships held by Directors is confirmed by each Director.

Board Meetings and Access to Information

Each member of the Board is expected to commit sufficient time and attention to the affairs of the Group. To allow Directors to plan ahead and to maximise their participation, a meeting schedule is set before the beginning of the year.

The Board meets at least four (4) times a year, with additional meetings convened as and when the Board's approval and guidance are required. Upon consultation with the Chairman and the Managing Director, due notice shall be given of proposed dates of meetings during the financial year and standard agenda and matters to be tabled to the Board.

Prior to the Board meetings, the Company Secretary will furnish a notice together with an agenda to the Directors to allow them to have adequate preparation time to ensure effectiveness at the proceedings of the meeting. The Company Secretary will ensure Board's proceedings are followed regularly and reviewed and will also provide guidance to the Board on Director's obligation arising from the rules and regulations including the MCCG 2021 and the Main Market Listing Requirements ("MMLR") of Bursa Malaysia.

Technology and information technology are effectively used in Board meetings and communications with the Board, where Directors may participate in meetings by audio or video conference, and Board materials are shared electronically.

Five (5) Board meetings were held during the financial year ended 31 December 2021 and details of the attendance of each Director are as follows:

Name of Directors	Meetings Attended
Dato Sri Tay Ah Ching @ Tay Chin Kin	5/5
Dato' Tay Tze How	4/5
Dato' Tay Tze Poh	5/5
Tay Siew Ling	5/5
Puan Sri Corinne Bua Nyipa	4/5
Wong Siaw Wei	5/5
Sim Chong Hong	5/5
Ali Bin Adai	4/5
Datu Dr Hatta Bin Solhi	3/5

Board Meetings and Access to Information (continued)

The Company Secretary will circulate Board meeting papers including Quarterly and Annual "year-to-date" Financial Statements, Minutes of Past Meetings, updates by Regulatory Authorities, Internal and External Auditors' Report.

The Board has full access to the Company Secretary, all information including the advice and services of the Company Secretary in furtherance of their duties. Non-Executive Directors also have the same right of access to all data including seeking independent professional advice as and when required at the Company's expenses.

Company Secretary

The Board is supported by the Company Secretary who facilitates overall compliance with the MMLR, Companies Act 2016 and other relevant laws and regulations.

The Company Secretary who is qualified, has relevant working experience and competent on statutory and regulatory requirements, briefs the Board on the necessary contents and timing of material announcements to be made to regulators. The removal of the Company Secretary, if any, is the matter for the Board as a whole to make decision.

The Company Secretary attends all Board and Board Committee meetings and ensures that there is a quorum for each of the meeting. She is also responsible for ensuring that all the meetings are convened in accordance with the Board procedures and relevant terms of references.

The minutes of the meetings are prepared to include amongst others, pertinent issues, substance of enquiries and responses, recommendations and decisions made by the Directors. The minutes of the meetings are properly kept in accordance with the relevant statutory requirements of the Companies Act 2016.

II. BOARD STRENGTH

Appointments

The Nominating Committee ("NC") makes independent recommendations for appointments to the Board, based on criteria which they develop, maintain and review as well as guided by the Directors' Fit and Proper Policy. The NC may consider the use of external consultants in the identification of potential Directors. In making these recommendations, the NC assesses the suitability of candidates by carrying out a fit and proper assessment, taking into account the required mix of skills, knowledge, expertise and experience, professionalism, integrity, competencies, time commitment and other qualities of the candidates, before recommending their appointment their appointment to the Board for approval. Prior to the appointment of a director, the potential Director should be required to disclose any other business interest that may result in a conflict of interest in relation to the Company, and shall be required to report any future business interest which may develop post-appointment, that could result in conflict of interest. The Board makes clear at the outset its expectations of its new Directors in terms of their time commitment as recommended by the MCCG 2021.

Re-election of Directors

Pursuant to the Company's Constitution, at least one-third (1/3) of all the Directors are subject to retirement by rotation at each Annual General Meeting. Retiring Directors may offer themselves for re-election to the Board. Details of Directors seeking re-election such as inter-alia, age, relevant experience and list of directorships, participation in the Board Committees are disclosed separately in this Annual Report.

Board Diversity Policy

The Board recognises that diversity in its composition is critical in ensuring its effectiveness and good corporate governance. A truly diverse board will include and make use of the variation in the skills, experience, background, race, gender and nationality of its members.

As part of its commitment to enhance its diversity, including gender diversity, the Board is pleased to report that the Company has three (3) female Board members.

Board Committees

As part of its efforts to ensure the effective discharge of its duties, the Board has delegated certain functions to the following Board Committees and the composition is as follows:

Audit Committee	Wong Siaw Wei (Chairperson)Sim Chong HongPuan Sri Corinne Bua Nyipa
Nominating Committee	 Ali Bin Adai (Chairperson) Puan Sri Corinne Bua Nyipa Wong Siaw Wei Sim Chong Hong
Remuneration Committee	Sim Chong Hong (Chairperson)Wong Siaw WeiDatu Dr Hatta Bin Solhi

All Board Committees consist of members who are exclusively Independent and Non-Executive Directors.

In addition, from time to time the Board reviews the functions and terms of reference of Board Committees to ensure that they are relevant and updated in line with the latest provision of the MCCG 2021 and other related policies or regulatory requirements.

The Chairperson of the respective Board Committees reports to the Board on the outcome of Board Committee meetings which require the Board's attention and direction and the Board also reviews the minutes of the Board Committee meetings.

Meetings and Activities of the Board Committees

Audit Committee

The details of meetings and activities of the Audit Committee can be found in the Audit Committee Report on pages 28 to 30 of this Annual Report.

Nominating Committee

The Committee met twice during the financial year 2021 and the majority of the members of the Committee attended the meetings.

Nominating Committee (continued)

During the financial year 2021, the Committee has undertaken the following activities:-

- i. Reviewed the proposed format of the Self-Assessment of individual Directors;
- ii. Reviewed the composition of the Board and the Board Committees;
- iii. Performed Annual Assessment of the Independent Directors; and
- iv. Considered the timetable, process and methodology and outcome of the assessment of the Board of Directors, Board Committees and Directors' training for 2021.

During the year, the Company did not engage any external party in respect of the annual review of the Board of Directors or Board Committees.

Remuneration Committee

The Remuneration Committee ("RC") assists the Board in reviewing and assessing the remuneration packages of Executive Directors, although determination of remuneration packages of both Executive and Non-Executive Directors remains with the Board. The Committee is responsible to ensure the level of remuneration is sufficiently attractive to retain a stable management team and to further encourage creation of value for the shareholders and link rewards to corporate goals and individual performance. Further, the RC also keeps abreast with changes in the external market for remuneration comparable, reviews and recommends changes to the Board as it deems appropriate.

The Committee met once during the financial year 2021 and the majority of the members of the Committee attended the meeting.

Directors' Remuneration

The RC determines the remuneration of each Executive Director, Executive Group Chairman and Group Managing Director reflecting the level of responsibility, experience and commitment. The fees paid to Non-Executive Directors are the responsibilities of the entire Board. No Director is involved in determining his/her own remuneration.

The aggregate remuneration of Directors is as follows:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Executive Directors' Remuneration:				
Salaries and other emoluments	3,139,811	3,075,009	67,000	64,833
Defined contribution plan - EPF	157,621	153,069	_	_
Estimated monetary value of benefits-in-kind	20,962	16,179	_	
	3,318,394	3,244,257	67,000	64,833
Non-executive Directors' Remuneration:				
Fees	70,000	67,833	70,000	67,833
Other emoluments	7,200	8,700	7,200	8,700
	77,200	76,533	77,200	76,533

Directors' Remuneration (continued)

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Total Directors' remuneration:				
Total Directors' remuneration excluding				
benefits-in-kind	3,374,632	3,304,611	144,200	141,366
Estimated monetary value of benefits-in-kind	20,962	16,179	_	
Total Directors' remuneration including				
benefits-in-kind	3,395,594	3,320,790	144,200	141,366

The details of the total remuneration of the directors on a named basis for the financial year ended 31 December 2021 are as follows:

are as ronows.	2021		2020	
Group	Directors' Fee RM	Other allowances (Note A)/ Salaries RM	Directors' Fee RM	Other allowances (Note A)/ Salaries RM
Dato Sri Tay Ah Ching @ Tay Chin Kin	200,000	480,000	200,000	480,000
Dato' Tay Tze How	77,000	261,931	77,000	261,251
Dato' Tay Tze Poh	77,000	259,854	77,000	260,253
Tay Siew Ling (1)	73,000	230,801	70,833	218,481
Puan Sri Corinne Bua Nyipa	13,000	1,300	13,000	900
Dato' Seri Ooi Teik Heng (2)	_	_	2,167	200
Wong Siaw Wei	18,000	3,000	18,000	3,700
Sim Chong Hong	13,000	1,500	13,000	1,700
Ali Bin Adai (3)	13,000	800	10,833	1,300
Datu Dr Hatta Bin Solhi (3)	13,000	600	10,833	900
Liew Wee Sam	228,000	126,723	228,000	126,723
Tay Yoke Ling	276,000	68,723	276,000	68,723
Pauline Tay	60,000	257,681	60,000	258,361
Tay Tze Kok	60,000	233,891	60,000	234,511
Lim Tee	58,800	35,223	58,800	32,761
Datin Seri Sharipah Hishmah Binti Sayed Hassan	4,000	_	4,000	_
Kok Swee Ping	120,000	72,590	120,000	70,260
He Yi Ren	_	57,177	_	-
Company				
Dato Sri Tay Ah Ching @ Tay Chin Kin	20,000	_	20,000	_
Dato' Tay Tze How	17,000	_	17,000	_
Dato' Tay Tze Poh	17,000	_	17,000	_
Tay Siew Ling (1)	13,000	_	10,833	_
Puan Sri Corinne Bua Nyipa	13,000	1,300	13,000	900
Dato' Seri Ooi Teik Heng (2)	_	_	2,167	200
Wong Siaw Wei	18,000	3,000	18,000	3,700
Sim Chong Hong	13,000	1,500	13,000	1,700
Ali Bin Adai (3)	13,000	800	10,833	1,300
Datu Dr Hatta Bin Solhi (3)	13,000	600	10,833	900

Directors' Remuneration (continued)

Note A:

Other allowances comprise the Chairman's allowance and meeting allowances which vary from one Director to another, depending on the number of committees they sit on and the number of meetings attended during the year.

- ⁽¹⁾ Appointed as Non-Independent Executive Director on 1 March 2020.
- (2) Resigned as Independent Non-Executive Director on 1 March 2020.
- ⁽³⁾ Appointed as Independent Non-Executive Director on 1 March 2020.

III. BOARD BALANCE AND INDEPENDENCE

The Board gives close consideration to its size, composition and spread of experience and expertise that enables the Board to provide effective leadership as well as independent judgment on business decisions, taking into account long term interest of shareholders, customers, suppliers and other business associates with whom the Group conducts its business.

During the financial year ended 31 December 2021, the Directors individually complete a formal written assessment of the Board, its performance, composition and conduct. The Chairman collates the opinions and responses of Directors and tables the results for review, comment and recommendation by the Board.

The Board comprises four (4) Executive Directors and five (5) Independent Non- Executive Directors. The Board comprises a majority of Independent Non-Executive Directors, which is in line with the Recommendation of the MCCG 2021 and the MMLR that requires one-third (1/3) of Board members to be independent directors.

The Board is satisfied with the composition and good mix of Executive Directors and Independent Non-Executive Directors to carry out the Board's priorities objectively and impartially and to grow the Group effectively. The Board is mindful of the MCCG 2021 which stipulates the requirement for Board to comprise majority of Independent Directors if the Chairman is also the Group Managing Director. The Board will give careful consideration and take necessary measure to comply including any restructuring when the need arises whilst simultaneously ensuring an effective and suitable composition, including Board size, is achieved in the interest of the Company.

The NC is established to regularly assess the independence of independent directors. The Independent Non-Executive Directors are also free from any business or related parties relationships that could materially interfere with independent judgment. Brief profile of each Director is presented from pages 8 to 12 of this Annual Report.

Save for Mr Sim Chong Hong, Encik Ali Bin Adai and Datu Dr Hatta Bin Solhi, all the other Independent Non-Executive Directors have served the Board for more than twelve (12) years. The NC and Board have reviewed and considered the suitability of the two directors to continue to act as independent directors. The Company will be seeking shareholders' approval at the forthcoming Annual General Meeting.

Division of roles and responsibilities between the Executive Chairman and the Managing Director

The Group practises a division of responsibility between the Chairman and the Managing Director in order to ensure there is an appropriate balance of power. The roles of the Chairman and Managing Director are separate and clearly defined responsibilities, and are held individually by two persons.

The Chairman's main responsibility is to ensure effective conduct of the Board and that all Directors, have unrestricted and timely access to all relevant information necessary for informed decision-making. The Chairman encourages participation and deliberation by all Board members to enable the knowledge of all the Board members to be tapped and to promote consensus building as much as possible.

The Managing Director has overall responsibilities over the Group's operational and business units, organisational effectiveness and implementation of Board policies, directives, strategies and decisions on a day to day basis. In addition, the Managing Director also functions as the intermediary between the Board and Management.

IV. COMMITMENT OF THE BOARD

All Board members shall notify the Chairman of the Board before accepting any new directorships in any other organisation. The notification shall include an indication of time commitment required under the new appointment as recommended by MCCG 2021.

Training and Development of Directors

The NC and the Board assess the training needs of each of its Directors on an on-going basis, by determining areas that would best strengthen their contributions to the Board.

All Directors have completed the Mandatory Accreditation Programme ("MAP") required under the MMLR. They are also mindful that training is essential to all Directors and they should continue to update their skills and knowledge to effectively execute their duties.

Since the date of last report, the Directors attended the following training/courses:

Name of Directors	Description of Training	Date
Dato Sri Tay Ah Ching @ Tay Chin Kin	KPMG - Webinar - Rethinking Supply Chains in Asia Pacific	28 October 2021
Dato' Tay Tze How	Bursa Malaysia - ESG Webinar for FTSE4Good Bursa Malaysia Index - Webinar - Fraud Risk Management	6 July 2021 10 December 2021
Dato' Tay Tze Poh	Deloitte - Webinar - Digital Finance - A Cloud ERP Strategy for a Post-Pandemic World KPMG - Webinar - Rethinking Supply Chains in Asia Pacific	7 October 2021 28 October 2021

Training and Development of Directors (continued)

Name of Directors	Description of Training	Date
Tay Siew Ling	Bursa Malaysia - ESG Webinar for FTSE4Good Bursa Malaysia Index KPMG	6 July 2021
	- Webinar - Employers Tax Obligations and Audit Framework for Employer KPMG Tax Services Sdn Bhd - Webinar - Special Voluntary Disclosure & Amnesty	8 December 2021
	Program ("VA") for Indirect Taxes	20 December 2021
Puan Sri Corinne Bua Nyipa	Deloitte - Webinar - Budget 2022 and the New Workplace	9 December 2021
Wong Siaw Wei	Suruhanjaya Syarikat Malaysia - Webinar - SSM National Conference 2021 Malaysian Institute of Accountants - Webinar - Governing under New Normal - Webinar - Costing for Non-Costing Managers - Webinar - SME's Transfer Pricing Planning and Management for Trading and Manufacturing - Webinar - Budget 2022 Securities Commission Malaysia - Audit Oversight Board's Conversation with Audit Committees	24 August 2021 10 September 2021 28~29 October 2021 1 November 2021 2 December 2021 7 April 2022
Sim Chong Hong	KPMG Tax Services Sdn Bhd - Webinar - Tax and Business Summit 2021	17 November 2021
Ali Bin Adai	Securities Commission Malaysia - Webinar - Audit Oversight Board with Audit Committee	6 December 2021
Datu Dr Hatta Bin Solhi	Malaysian Institute of Accountants - Webinar - Board Assessment - A Key Cog in an Effective Governance Structure	29 March 2022

V. BOARD INTERGRITY IN FINANCIAL REPORTING, RISK RECOGNITION AND MANAGEMENT ACCOUNTABILITY AND AUDIT

Financial Reporting

The Board is responsible to provide and present the Group's and the Company's financial statements in accordance with applicable financial reporting standards in Malaysia and the provisions of the Companies Act 2016. The Audit Committee oversees the Group's and the Company's financial reporting processes to determine that the reports fairly present the Group's financial position and financial performance and ensure the accuracy and adequacy of the information announced.

The Audit Committee is an independent platform for regular discussions between Independent Directors and External Auditors and to review the Company's process including internal control and communication with Internal Auditors.

The Statement of Responsibility by Directors in respect of the preparation of the annual audited financial statements of the Company is set out on page 33 of this Annual Report.

Risk Management and Internal Control

The Board is responsible for establishing a sound system of internal control to identify, evaluate, monitor key business risk in order to safeguard shareholders' investments and the Group's assets. The information on Group's Internal Control System is presented in the Statement on Risk Management and Internal Control as set out on pages 31 to 32 of this Annual Report.

The Audit Committee reviews and evaluates independently its effectiveness and adequacy with the assistance of the Internal Auditors. In addition to the Audit Committee's independent evaluation of the Internal Control System, the head of individual department and key management personnel ("the management team") also ensures the implementation of a Risk Management Framework relating to all the Group's operations and business activities. The management team reports and recommends to the Board on its finding for approval on solutions.

Relationship with External Auditors

The Audit Committee has private session with the external auditors without the presence of Executive Directors and management at least twice in a year, to discuss the audit findings and any other observation they may have during the audit process. The external auditors also highlight to the Audit Committee and Board of Directors on matters that require the Audit Committee's or the Board's attention together with the recommended corrective actions thereof. The Management is held responsible for ensuring that all these corrective actions are undertaken within an appropriate time frame.

The role of the Audit Committee in relation to the external auditors is found in the Audit Committee Report on pages 28 to 30 of this Annual Report. The Group has always maintained a close and transparent relationship with its external auditors in seeking professional advice and ensuring compliance with Malaysian Financial Reporting Standards, International Financial Reporting Standard, the requirements of the Companies Act 2016 in Malaysia and the MMLR.

The Audit Committee also reviews the proposed re-appointment of the external auditors of the Company and their fees on annual basis to ensure that the independence of the external auditors is not compromised.

For the audit of the financial statements of ABM Fujiya Berhad and its subsidiaries for the financial year ended 31 December 2021, the external auditors of the Group and of the Company have confirmed their independence in accordance with the terms of relevant professional and regulatory requirements.

VI. TIMELY AND HIGH QUALITY DISCLOSURE

The Board has also established and adopted the Corporate Disclosure Policy which includes feedback from management as recommended by the MCCG 2021 and the policies and procedures therein have been formulated with reference to the Best Practices published in the Corporate Disclosure Guide issued by Bursa Malaysia.

As recommended by the MCCG 2021, the Company will seek to leverage on the latest and most innovative information technology available to promote more efficient and effective ways to communicate with both its shareholders and stakeholders. The Company's Annual Reports, announcements to Bursa Malaysia, media releases and presentations relating to its quarterly financial results have been made available on the Company's website.

Various contact details are provided on the Company's website to address queries from customers, shareholders and other public.

VII. RELATIONSHIP WITH SHAREHOLDERS

1. Shareholders and Investor Relations

The Board believes that the Group should at all times be transparent and accountable to its shareholders and investors and the Board is proactive in evaluating the effectiveness of information dissemination to all shareholders and the wider investing community.

As such, the Board disseminates proper, timely and adequate relevant information to the shareholders through announcements, quarterly results, Annual Reports and press releases.

An online Investor Relations section can be accessed by shareholders and the general public via the Company's website at www.abmfujiya.com.my.

2. Annual General Meeting ("AGM")

The AGM is the principal forum for dialogue with all shareholders who are encouraged and given sufficient opportunity to enquire about the Group's activities and prospects as well as to communicate their expectations and concerns. Shareholders who are unable to attend are allowed to attend proxies in accordance with the Company's Constitution to attend and vote on their behalf. The Chairman and Board members are in attendance to provide clarification on shareholders' queries.

Announcements are made in a timely manner to Bursa Malaysia and are made available electronically to the public via Bursa Malaysia's website at www.bursamalaysia.com as well as the Company's website at www.abmfujiya.com.my.

3. Poll Voting

The Board is mindful of the poll voting requirement under Paragraph 8.29A of the MMLR. The Board will implement poll voting for all the resolutions to be passed in the forthcoming Annual General Meeting. The Company will appoint one (1) scrutineer who is independent of the Group and the person undertaking the polling process to validate votes casted.

This Statement is issued in accordance with a resolution of the Board of Directors dated 20 April 2022.