

CORPORATE GOVERNANCE REPORT

STOCK CODE : 6351
COMPANY NAME : Amway (Malaysia) Holdings Berhad
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	: Applied
Explanation on application of the practice	<p>The Board of Directors ("the Board") of Amway (Malaysia) Holdings Berhad ("Amway" or "the Company") and its subsidiaries (collectively "the Group") continues to provide strategic oversight of the Company in fulfilment of its fiduciary duties as stipulated in Sections 211 (1) and (2) and Sections 213 (1) and (2) of the Companies Act 2016.</p> <p>In fulfilling its role, the Board is guided by its Board Charter and respective Terms of Reference ("TOR") for its Committees, which clearly set out the roles and responsibilities of the Board including matters reserved for the Board's approval, and those which the Board may delegate to the Board Committees, Managing Director ("MD"), General Manager ("GM") and Senior Management.</p> <p>The Board is guided by the following in the execution of its duties:</p> <ul style="list-style-type: none">• Board Charter;• Directors' Fit and Proper Policy;• Board and Key Senior Management Diversity Policy;• Policy on Succession Planning for Board and Key Senior Management;• Remuneration Policy for Board and Key Senior Management;• Sustainability Strategic Framework;• Code of Conduct and Ethics, Whistleblower Policy and Anti-Bribery and Corruption Policy;• Enterprise Risk Management Policy, Internal Audit Charter and Policy on External Auditors; and• Investor Relations Policy. <p>The Board, via the Audit Committee ("AC"), looks to effectively address risk exposure, internal controls and audit matters. The AC also ensures that the Group's accounting practices are in line</p>

	<p>with recognised accounting standards such as the Malaysian Financial Reporting Standards (“MFRS”) Accounting Standards and the International Financial Reporting Standards (“IFRS”) Accounting Standards.</p> <p>Through the Nominating Committee (“NC”), Amway’s Board evaluates the existing skillsets of Board members (including their ability to understand financial statements and form a view on the information presented), recommends new individuals for directorship, as well as assesses the performance of the Directors on an ongoing basis. In addition, the NC, in consultation with the MD and the Human Resources Director, provide input and guidance on the development and succession plans for Key Senior Management (“KSM”).</p> <p>The Remuneration Committee (“RC”) ensures that the remuneration plans for the Executive Director, Non-Executive Directors and KSM appropriately reflect the different roles and responsibilities and are comparable to industry benchmarks.</p> <p>There is a clear separation of matters between those that are under the purview of the Board and those that have been delegated to Senior Management to oversee and execute.</p> <p>The Board, on an annual basis, reviews and approves the annual business strategies and operating plans, financial budget and capital expenditure budget, and receives regular reports from Senior Management as to whether the plan and budgets will be met by the year’s end.</p> <p>While the Board plays an active role in determining the Group’s broad-based business and sustainability strategies, it has delegated to Senior Management the responsibility for developing the appropriate tactical plans and initiatives to achieve Amway’s goals and targets.</p> <p>The MD, GM, together with Senior Management drive the strategic day-to-day management of the Group. They are responsible for translating the strategic objectives, policies and goals set by the Board into tangible business targets or Key Performance Indicators (“KPIs”), as well as for realising these through actionable business plans.</p>
<p>Explanation for departure :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure :</p>	

Timeframe	:		
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Intended Outcome

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

Practice 1.2

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

Application	: Applied
Explanation on application of the practice	<p>En. Abd Malik Bin A Rahman is the Chairman of the Board and also the Senior Independent Non-Executive Director ("INED").</p> <p>The Chairman has clearly defined roles which are distinct from the MD's duties. These include, but are not limited to, the following:</p> <ul style="list-style-type: none">• Leading the Board in establishing and instilling good corporate governance practices within the Group;• Maintaining regular dialogue with the MD over operational matters and consulting with the remaining Board members promptly over any matters that give the Chairman cause for major concern;• Leading Board meetings and discussions and acting as a facilitator at Board meetings to ensure that no member, whether executive or non-executive, dominates discussions; that the appropriate discussions take place; and that relevant opinions amongst members are forthcoming. The Chairman shall ensure that discussions result in logical and understandable outcomes;• Encouraging active participation at Board meetings and allowing dissenting views to be freely expressed;• Setting the Board agenda and ensuring Board members receive complete and accurate information in a timely manner;• Managing the interface between the Board and Management;• Ensuring that general meetings support meaningful engagement between the Board, KSM and shareholders; and• Representing the Board to shareholders and ensuring the appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole.

	In November 2025, the Chairman, together with the other Non-Executive Directors, held an annual private session among themselves without the presence of the MD, GM and Senior Management to discuss strategic, governance and operational issues. No significant issues were noted from the discussion.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>Amway has different individuals holding the positions of Chairman and MD.</p> <p>The position of Chairman is held by En. Abd Malik Bin A Rahman while the position of MD is held by Mr. Michael Jonathan Duong.</p> <p>The role of the Chairman has been outlined in Practice 1.2 of this Corporate Governance ("CG") Report 2025 with further details provided in the Board Charter.</p> <p>The role of the MD, in essence, is to effectively lead the Group to execute its business, operational and sustainability strategies so that the targets and objectives approved by the Board are realised. The MD may set operational targets and KPIs, chart the day-to-day direction of the business, and essentially look into the operational aspects of Amway. At the same time, the MD ensures that the Group operates within the risk appetite set by the Board and oversees compliance with legal, regulatory and ethical expectations.</p> <p>The MD, in his role, is supported by the GM and Senior Management. He reports to the Board and provides updates on the Group's performance. From time to time, he may recommend changes to the business and operational strategy in response to the external business environment and the needs of the Group.</p> <p>The MD also sits as a Non-Independent Executive Director ("NIED") on the Board. This is to ensure he can better execute his duties and report to the Board as well as serve as the intermediary between the Board and Senior Management.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application :	Applied
Explanation on application of the practice :	En. Abd Malik Bin A Rahman is the Chairman and Senior INED. He is not a member of the AC, NC or RC, and did not participate in any of the Board Committees' meetings by invitation.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 1.5

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

Application	: Applied
Explanation on application of the practice	<p>The Group engages the services of two (2) Company Secretaries, namely, Ms. Chin Mun Yee and Ms. Yeow Sze Min. Both possess the necessary qualifications and extensive experience in corporate secretarial matters and advisory services. A dedicated team of secretarial personnel further assists them in their work.</p> <p>The Company Secretaries are tasked with advising the Board on matters pertaining to the Company's Constitution as well as ensuring Board policies and procedures are in line with the relevant rules and regulations. Their functions include (but are not limited to):</p> <ul style="list-style-type: none">• Advising the Board of its fiduciary duties and responsibilities;• Advising the Board on corporate disclosures and compliance with the Companies Act 2016 and Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities");• Ensuring that Board procedures and applicable rules are observed during meetings;• Attending and recording minutes of the Board and Board Committees meetings and facilitating communications;• Maintaining records of the Board and Board Committees and ensuring effective management of the Company's statutory records;• Monitoring corporate governance developments and assisting the Board in applying corporate governance practices to meet the Board's needs and stakeholders' expectations;• Managing the processes pertaining to the annual general meetings and general meetings;• Ensuring the execution of assessments for Directors, the Board and Board Committees;

	<ul style="list-style-type: none"> • Advising the Directors of their obligations to disclose their interests in securities, any conflicts of interest and related party transactions; • Advising the Directors of any prohibition on dealing in securities during the closed period and any restrictions on disclosure of price-sensitive information; and • Providing unhindered advice and services for the Directors as and when the need arises, to enhance the effective functioning of the Board and to ensure regulatory compliance. <p>The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in discharging their functions.</p>
Explanation for departure :	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 1.6

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

Application	:	Applied
Explanation on application of the practice	:	<p>The annual meeting calendar for the coming year is circulated before the financial year end to enable Directors to plan their time to accommodate all Board or Board Committee meetings as well as the Company's Annual General Meeting ("AGM").</p> <p>Notices of Board meetings and meeting agendas are prepared in writing by the Company Secretaries and distributed to the Directors at least five (5) business days in advance, or over a shorter period where it is unavoidable, prior to the meeting. Extra care is taken to ensure adequate time is allocated for the Board to deliberate on issues at the meeting.</p> <p>Board and Board Committee papers prepared by the Management and Company Secretaries are presented concisely and comprehensively and are uploaded to a secure online platform which is accessible by the Directors and Board Committee members, at least five (5) business days in advance or over a shorter period where it is unavoidable, to allow the Directors and Board Committee members sufficient time to review the documents.</p> <p>The Company Secretaries ensure that meetings are properly convened, and that accurate and proper records of the proceedings, including any dissenting views and matters where the Directors had abstained from voting and deliberation, as well as resolutions passed, are maintained accordingly.</p> <p>The minutes of the previous Board and the Board Committee meetings are circulated to the Directors and Board Committee members for their perusal prior to confirming these minutes at the commencement of the following meeting.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board of Amway has a Board Charter which clearly details the fiduciary duties of Directors. It also outlines the roles of the various Board Committees as well as policies, governance and leadership matters, including matters reserved for the Board.</p> <p>The roles and responsibilities of the Board, Chairman, MD, Executive and Non-Executive Directors, INEDs, Senior INED and the Company Secretaries are clearly outlined in the Board Charter.</p> <p>The Board Charter is revised from time to time in tandem with changes in regulations and best practices.</p> <p>The Board Charter is available on the Company's website at www.amway.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.1

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

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

Application	: Applied
Explanation on application of the practice	<p>Amway has adopted a clear Code of Conduct and Ethics which covers, among other things, the expected practices or forms of behaviour concerning transparency, accountability and disclosure of information, bribery, conflicts of interest, breach of privacy/confidentiality, insider trading, fair dealing and anti-competition, as well as improper use of company assets, compliance with laws, rules and regulations.</p> <p>The purpose of the Code of Conduct and Ethics is to ensure that all employees and Directors maintain and enforce the highest standards of professional conduct, both in the performance of their duties and throughout the Group.</p> <p>All new employees are briefed on the Code of Conduct and Ethics during their induction into the Group. All employees are required to declare that they have received, read and understood the provisions of the Code of Conduct and Ethics, as well as have agreed to comply with its terms throughout their employment.</p> <p>As part of Amway's commitment to transparency and ethical practices, the Group requires all Directors and employees to declare any Conflicts of Interest ("COI") before onboarding and on an annual basis. The AC reviews the findings of the annual COI declarations and the measures taken to resolve, eliminate or mitigate COI situations and reports the same to the Board.</p> <p>In addition to the Code of Conduct and Ethics, Amway has also established the Anti-Bribery and Corruption ("ABAC") Policy, which sets out the Group's position against bribery and corruption in all its forms and provides principles, guidelines, and requirements on relevant matters.</p> <p>The ABAC Policy applies to the Board, employees of the Group and Business Associates, including external parties who perform work or services for or on behalf of the Group. The Risk Management Committee ("RMC") oversees the implementation</p>

	<p>and monitoring of the compliance controls relating to the ABAC Policy. The ABAC Policy was updated in FY2025.</p> <p>The Code of Conduct and Ethics and ABAC Policy are available on the Company's website at www.amway.my.</p>	
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>Amway's Whistleblower Policy provides for a robust and confidential mechanism for staff, vendors or any other stakeholders to reveal any forms of malpractice or misconduct, or any form of behaviour that is deemed to contravene Amway's Code of Conduct and Ethics and/or ABAC Policy.</p> <p>Under the Whistleblower Policy, the whistleblower can disclose any impropriety in good faith. He/she is assured of the confidentiality of his/her identity, and protection from victimisation, reprisal, harassment or disciplinary action for his/her disclosure throughout the process.</p> <p>The AC is responsible for oversight of the Whistleblower Policy, while administration of the policy is performed by the Group's legal counsel (Chief Compliance and Privacy Officer).</p> <p>The AC Chairperson is one of the avenues for employees or relevant parties to raise concerns about wrongdoings and non-compliance with the Code of Conduct and Ethics and/or ABAC Policy. She can be contacted at ACChairperson@amway.com. Other reporting channels available include the Company Secretary, Chief Compliance and Privacy Officer and EthicsPoint (web-based online platform).</p> <p>The Whistleblower Policy is available on the Company's website at www.amway.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board recognises the importance of sustainability and its role in creating long-term value for stakeholders. The Board and Management are ultimately responsible for the governance of sustainability in the Group, including the formulation of strategies, priorities and targets as well as for maintaining regular oversight of sustainability progress and achievements.</p> <p>Amway is committed to improving its business operations by incorporating Environmental, Social and Governance (“ESG”) considerations into its business decisions and to delivering value to stakeholders in a responsible and sustainable manner.</p> <p>At the Board level, a Sustainability Policy (“the Policy”) and Sustainability Strategic Framework (“the Framework”) have been established to facilitate the Group’s sustainability implementation, which considers the Group’s context, business direction, activities, products and services, environmental, economic, social and governance impacts, as well as the resulting material matters.</p> <p>The Policy guides how Amway is to conduct its business responsibly while reaffirming its commitment towards sustainability, while the Framework encapsulates the overarching pillars to address the Group’s material matters, namely,</p> <ul style="list-style-type: none">(i) Building Entrepreneurs;(ii) Nurturing People and Community; and(iii) Wellbeing-focused Responsible Products. <p>The Framework also considers the Group’s overall direction towards sustainability while supporting the achievement of the United Nations’ Sustainable Development Goals and Targets.</p> <p>At the management level, the Sustainability Steering Committee (“SSC”) is responsible for driving sustainability initiatives across the Group’s operations as well as overseeing sustainability</p>

	<p>strategies and progress. The SSC is supported by the Sustainability Working Committee (“SWC”), which is tasked with implementing sustainability initiatives. The Head of Corporate & Government Affairs (who is a member of the SSC) reports regularly to the Board on the progress of the Group’s sustainability initiatives and how the material sustainability matters are being addressed.</p> <p>The key risks associated with the Group’s material sustainability related-matters have been incorporated into the Corporate Risk Register together with mitigation action plans. The risk register is reviewed quarterly by the RMC, with updates reported by the MD to the AC and through the AC to the Board.</p> <p>In late 2025, the Group appointed an advisor to assist the Company in its preparation to adopt the new International Financial Reporting Standards (“IFRS”) Sustainability Disclosure Standards, namely IFRS S1 - General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 - Climate-related Disclosures. The Company will adopt IFRS S1 and S2 disclosures with certain reliefs in the financial year ending 31 December 2026 and undertake full adoption in the financial year ending 31 December 2028.</p> <p>Please refer to the Sustainability Statement within Amway’s Annual Report 2025 for further information.</p>	
<p>Explanation for departure</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>		
<p>Timeframe</p>		

Intended Outcome

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

Practice 4.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the importance of having continuous and meaningful communication with the Group's stakeholders on its sustainability strategies, priorities and targets.</p> <p>Stakeholder engagement is a vital element in the Group's sustainability implementation. Relevant stakeholders and their needs and expectations underpin the identification of the Group's material matters and risks and opportunities, and the development of strategies to manage them.</p> <p>The Group's key stakeholders include the following:</p> <ul style="list-style-type: none">• Amway Business Owners ("ABOs");• Amway Privileged Customers ("APCs");• Employees;• Industrial affiliates;• Investors/shareholders;• Consumers;• Community and general public;• Media; and• Non-Governmental Organisations. <p>The Group has engaged with both its external and internal stakeholders through surveys during its materiality assessment process to identify the material sustainability matters. In addition, awareness training on the Group's material sustainability matters as well as updates on the Group's sustainability efforts, are also provided to all employees.</p> <p>The Sustainability Statement in Amway's Annual Report provides comprehensive information on the Group's sustainability strategies, priorities and targets as well as the progress made.</p> <p>Please refer to the Sustainability Statement within Amway's Annual Report 2025 for further information.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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

Practice 4.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>At the Management level, the Sustainability Steering Committee (“SSC”) is responsible for driving sustainability initiatives across the Group’s operations and overseeing sustainability strategies and progress. In order for the Board to stay abreast of sustainability development, the Head of Corporate & Government Affairs, who is a member of the SSC, reports regularly to the Board on the progress of the Group’s sustainability initiatives and how the Group is addressing its material sustainability matters.</p> <p>In addition, the key risks associated with the Group’s material sustainability matters have been incorporated into the Corporate Risk Register together with mitigation action plans and are reviewed quarterly by the AC, and through the AC to the Board.</p> <p>All Directors completed Bursa Securities’ Mandatory Accreditation Programme Part II: Leading for Impact, which aims to provide Directors with the foundation to address sustainability risks and opportunities effectively and have better oversight of the Company’s sustainability matters.</p> <p>Please refer to the CG Overview Statement within Amway’s Annual Report 2025 for further details of the training sessions attended by Board members.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.4

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board, through its annual evaluation exercise, assesses the Directors’ performance in managing the Group’s ESG matters.	
		The Board will continue to monitor closely the progress of the implementation of the Group’s sustainability strategic plan before identifying suitable KPIs to assess how well the Board and KSM have performed in managing the Group’s material sustainability risks and opportunities. Please refer to the Sustainability Statement within Amway’s Annual Report 2025 for further information.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5 - Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	Given that Amway is not categorised as a Large Company, the Company has not adopted the above Practice for the financial year.

Intended Outcome

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

Practice 5.1

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

Application	: Applied
Explanation on application of the practice	<p>During FY2025, the NC undertook the following main activities:</p> <p><u>Composition and Performance</u></p> <ul style="list-style-type: none">• Reviewed and assessed the mix of skills, experience, size and composition of the Board;• Reviewed and assessed the effectiveness of the Board as a whole as well as the Committees of the Board, together with the contributions of each Director, including his/her time commitment, character, experience, integrity and competency;• Assessed the effectiveness and performance of the MD;• Reviewed the character, experience, integrity and competency of the MD and Chief Financial Officer (“CFO”), and the time they require to effectively discharge their roles; and• Reviewed and made recommendations relating to the Directors’ training needs. <p><u>Nomination</u></p> <ul style="list-style-type: none">• Assessed the independence of the INEDs based on the criteria set out in the Bursa Securities’ Listing Requirements;• Reviewed the tenure of the INEDs;• Reviewed the re-election of Directors who were subject to retirement by rotation, including their performance, fit and proper and due diligence checks, and recommended the same to the Board; and• Reviewed and recommended to the Board the updated Policy on Succession Planning for Board and Key Senior Management as well as the Board and Key Senior Management Diversity Policy. <p>In February 2026, the NC undertook the following in connection with the succession plan for the sole NIED and the MD of the Company, Mr. Michael Jonathan Duong.</p> <ul style="list-style-type: none">• Recommended the acceptance of the impending retirement of Mr. Michael Jonathan Duong as a NIED and the MD of the Company upon the conclusion of the 31st AGM to be held on 10 June 2026.• Identified and recommended Mr. Jason Leng Kek Mun,

	currently the Company's GM, to succeed Mr. Michael Jonathan Duong. His appointment as a NIED and the MD will be put forth to the shareholders for approval at the 31 st AGM.	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 5.2

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

Application :	Applied	
Explanation on application of the practice	Throughout FY2025 and up to the date of reporting, four (4) of the eight (8) Directors (representing 50% of the Board) are independent.	
	Directors	Designation
	En. Abd Malik Bin A Rahman	Chairman & Senior INED
	Mr. Michael Jonathan Duong	NIED and MD
	Ms. Ho Kim Poi	INED
	Datin Seri Azreen Binti Abu Noh	INED
	Dato' Sri Harjeet Singh A/L Hardev Singh	INED
	Mr. Low Han Kee	Non-INED
	Mr. Scott Russell Balfour	Non-INED
Pn. Norhanifah Binti A.Jalil	Non-INED	
Explanation for departure		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 5.3

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

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

Application :	Applied	
Explanation on application of the practice	Throughout 2025 and up to the date of reporting, none of the INED's tenure exceeded nine (9) years.	
	Directors	Designation
	En. Abd Malik Bin A Rahman	Chairman & Senior INED
	Ms. Ho Kim Poi	INED
	Datin Seri Azreen Binti Abu Noh	INED
	Dato' Sri Harjeet Singh A/L Hardev Singh	INED
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 5.4 - Step Up

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

<i>Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.</i>	
Application	: Not Adopted
Explanation on adoption of the practice	: Given that Amway is not categorised as a Large Company, the Company has not adopted the above Practice for the financial year.

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board, through the NC, is responsible for ensuring that the best possible talent is brought into the Board and that the KSM team is based on Amway's unique business requirements and the competitive industry landscape in which it operates.</p> <p>The NC is guided by the Policy on Succession Planning for Board and Key Senior Management as well as the Board and Key Senior Management Diversity Policy in the selection, appointment and re-election of Directors.</p> <p>The Board has also established a Directors' Fit and Proper Policy in line with the requirements of Paragraph 15.01A of the Listing Requirements of Bursa Securities. The Directors' Fit and Proper Policy serves as a guide to the NC and the Board in their assessment of how fit and proper the NCs are in terms of their character, integrity, experience, competence as well as time and commitment. The said policy is available on the Company's website at www.amway.my.</p> <p>Amway has a diverse, multi-skilled and vastly experienced Board consisting of individuals with a wide range of skillsets, competencies and corporate backgrounds.</p> <p>In identifying, assessing and recommending candidates to the Board, the NC takes into account, among other things, the following key considerations:</p> <ul style="list-style-type: none">• The size, composition and diversity in terms of skills, experience and gender requirements of the Board and its Committees (if the candidate is proposed to be appointed to any of the Board Committees), having regard to the strategic direction of the Group;• The candidate's independence in the case of the appointment of an INED;• The candidate's track record, skills, knowledge, expertise, experience, age, professionalism, character, integrity (personal and financial), ability to understand financial

	<p>statements and form a view on the information presented, and such other relevant factors that may potentially contribute to the Board’s collective skills; and</p> <ul style="list-style-type: none"> Any competing time commitments if the candidate has multiple board representations. <p>Please refer to the CG Overview Statement within Amway’s Annual Report 2025 for details of the assessment undertaken by the NC for the election and re-election of Directors.</p> <p>In addition, the NC is mindful that a company is discouraged from appointing an active politician as a Director on the Board in line with the guidance under Practice 5.5 of the Malaysian Code on Corporate Governance (“MCCG”). In tandem with this, there are no politicians who have been appointed as Directors on Amway’s Board.</p> <p>The Company Secretaries also provide regular updates at the Board meetings on the directorships of all Directors in both listed and non-listed companies. This will help to ensure that Directors can allocate sufficient time to discharge their duties and, at the same time, comply with Paragraph 15.06 of the Listing Requirements, which allows a Director to sit on the boards of five (5) listed issuers. At present, none of the Directors on Amway’s Board has more than five (5) directorships in listed issuers.</p> <p>The appointment of individuals to KSM positions are based on objective criteria and merit, with due regard given to diversity in skills, experience, age, cultural background, gender, qualification, competency, track record, and leadership quality, among other traits.</p> <p>In addition, such appointments shall be made in line with the internal policies adopted by the Group, keeping in view the Group’s mission, vision, strategies and objectives.</p>
<p>Explanation for departure :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure :</p>	
<p>Timeframe :</p>	

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The NC undertakes a comprehensive search in the sourcing of new Directors so as to ensure the dynamic injection of fresh ideas and perspectives into Board discussions. This helps to maintain a healthy balance between the experience of existing Directors and the fresh ideas brought in by new members.</p> <p>The NC is open to various sources in identifying potential candidates for appointment as new Directors. This includes recommendations from present or former Directors, major shareholders and/or independent external sources.</p> <p>Please refer to the CG Overview Statement within Amway’s Annual Report 2025 for the Director’s appointment process.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.7

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

Application	:	Applied	
Explanation on application of the practice	:	The disclosure requirements under Practice 5.7 of the MCCG have been included in the Statement Accompanying the Notice of the Thirtieth ("30 th ") AGM issued on 21 April 2025.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.8

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

Application :	Applied	
Explanation on application of the practice :	The NC is chaired by Datin Seri Azreen Binti Abu Noh, an INED.	
	The composition of the NC is as follows:	
	Directors	Designation
	Datin Seri Azreen Binti Abu Noh	Chairperson, INED
	Dato' Sri Harjeet Singh A/L Hardev Singh	Member, INED
	Mr. Scott Russell Balfour	Member, Non-INED
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Applied	
Explanation on application of the practice	:	<p>Throughout FY2025, and up till the date of reporting, three (3) out of the eight (8) Board members (equivalent to 38% of the Board composition) are women directors.</p> <p>The above is in line with Amway's Board and Key Senior Management Diversity Policy of having at least 30% women representation on the Board as recommended by Practice 5.9 of the MCCG, which requires the Board to have at least 30% women Directors. This also complies with Paragraph 15.02(1)(b) of Bursa Securities' Listing Requirements, whereby listed issuers are required to have at least one (1) woman Director on the Board.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.10

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

Application :	Applied																
Explanation on application of the practice :	<p>The Board and Key Senior Management Diversity Policy sets forth the Group's commitment and approach towards diversity.</p> <p>Gender diversity will be accorded particular attention when considering Board appointments with a view to having at least 30% women representation on the Board. The Board is also supportive of ensuring that there is a healthy representation of women in KSM positions and strives to achieve at least 20% participation by women in these positions. Both targets have been achieved.</p> <p><u>Board</u> For women's representation on the Board, please refer to the explanation in Practice 5.9 of this CG Report 2025.</p> <p><u>KSM</u> Throughout FY2025, the KSM team comprised the following, of which four (4) out of the seven (7) positions, or 57% were held by women:</p> <table border="1"><thead><tr><th>Name</th><th>Designation</th></tr></thead><tbody><tr><td>Mr. Jason Leng Kek Mun</td><td>General Manager</td></tr><tr><td>Ms. Ng Ai Lee</td><td>Chief Financial Officer</td></tr><tr><td>Ms. Wang Yan Wei</td><td>Chief Sales & ABO Enablement Officer</td></tr><tr><td>Ms. Chong Sew Peng</td><td>Chief Marketing Officer</td></tr><tr><td>Mr. Thomas Jackson Khoo</td><td>Head of Omnichannel Commerce & ABO Experience</td></tr><tr><td>Ms. Wong Choom Yee</td><td>Head of Human Resources</td></tr><tr><td>En. Mohamad Zaihan bin Mohamed Ariffin</td><td>Head of Corporate & Government Affairs</td></tr></tbody></table> <p>Mr. Jason Leng Kek Mun has been identified to succeed Mr. Michael Jonathan Duong as a NIED and the MD of the Company. His appointment will be put forth to the shareholders for approval at the 31st AGM to be held on 10 June 2026.</p> <p>Ms. Wang Yan Wei, the Chief Sales & ABO Enablement Officer, resigned from the Company on 31 March 2026, and Ms. Saraswathy A/P Muniandy, the National Sales Head, subsequently joined the KSM team on 1 April 2026.</p> <p>Ms. Wong Choom Yee, the Head of Human Resources, retired from the Company on 31 December 2025, and Ms. Tan Ee Lane, the Human</p>	Name	Designation	Mr. Jason Leng Kek Mun	General Manager	Ms. Ng Ai Lee	Chief Financial Officer	Ms. Wang Yan Wei	Chief Sales & ABO Enablement Officer	Ms. Chong Sew Peng	Chief Marketing Officer	Mr. Thomas Jackson Khoo	Head of Omnichannel Commerce & ABO Experience	Ms. Wong Choom Yee	Head of Human Resources	En. Mohamad Zaihan bin Mohamed Ariffin	Head of Corporate & Government Affairs
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Ms. Wong Choom Yee	Head of Human Resources																
En. Mohamad Zaihan bin Mohamed Ariffin	Head of Corporate & Government Affairs																

	Resources Director, subsequently joined the KSM team on 1 January 2026.	
Explanation : for departure		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>						
Application	:	Applied				
Explanation on application of the practice	:	Annually, the Board assesses the effectiveness of its members and committees via the Board Evaluation Exercise (“BEE”). For FY2025, the BEE was carried out internally without the engagement of an independent expert. The BEE was facilitated by the Company Secretary and involved the completion of questionnaires and evaluation forms by the Directors. The key criteria used by the NC for the assessment included the following:				
		<table border="1"> <thead> <tr> <th>Criteria for Board Evaluation</th> <th>Criteria for Individual Director Evaluation</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> Achievement of Board objectives, quality of decisions (value-adding, relevance) and addressing ESG issues; Ability to conduct business honestly, ethically and professionally; Effective committee structures; Frequency and duration of board meetings; quality of board papers; relevance and completeness of agendas; Information and advice received in a relevant, adequate and timely </td> <td> <ul style="list-style-type: none"> Commitment in terms of time and effort; Attendance at Board meetings; Ability to offer insights, add value and contribute their personal knowledge and experience; Honesty, integrity, professional conduct or business ethics of the Director; Contributes logical opinions and constructive suggestions during the decision-making process; and Is well prepared and adds value to </td> </tr> </tbody> </table>	Criteria for Board Evaluation	Criteria for Individual Director Evaluation	<ul style="list-style-type: none"> Achievement of Board objectives, quality of decisions (value-adding, relevance) and addressing ESG issues; Ability to conduct business honestly, ethically and professionally; Effective committee structures; Frequency and duration of board meetings; quality of board papers; relevance and completeness of agendas; Information and advice received in a relevant, adequate and timely 	<ul style="list-style-type: none"> Commitment in terms of time and effort; Attendance at Board meetings; Ability to offer insights, add value and contribute their personal knowledge and experience; Honesty, integrity, professional conduct or business ethics of the Director; Contributes logical opinions and constructive suggestions during the decision-making process; and Is well prepared and adds value to
	Criteria for Board Evaluation	Criteria for Individual Director Evaluation				
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	<p>manner;</p> <ul style="list-style-type: none"> • Consideration of the appropriate mix of Directors' characteristics, experience and skills; and • Ability to interact with shareholders effectively. 	<p>Board/Committee meetings.</p>
	<p>Based on the BEE, the Board is satisfied with the performance and effectiveness of its members and committees in FY2025.</p> <p>The Directors' Fit and Proper Policy serves as a guide to the Nominating Committee ("NC") and the Board in the review and assessment of candidates who are to be appointed as Directors as well as Directors who are seeking election or re-election.</p> <p>The performance of each Director retiring at the next AGM is taken into account by the Board in determining whether or not the Board should support the re-election of the Director.</p> <p>At the Company's forthcoming 31st AGM to be held on 10 June 2026, the following Directors will be subject to retirement by rotation pursuant to Clause 76(3) of the Constitution of the Company:</p> <ul style="list-style-type: none"> • Ms. Ho Kim Poi; • Pn. Norhanifah Binti A.Jalil; and • Mr. Michael Jonathan Duong. <p>Ms. Ho Kim Poi and Pn. Norhanifah Binti A.Jalil have offered themselves for re-election, while Mr. Michael Jonathan Duong has indicated that he will not be seeking re-election and will retire upon the conclusion of the 31st AGM.</p> <p>The Board has identified Mr. Jason Leng Kek Mun, currently the Company's GM, as the successor to Mr. Michael Jonathan Duong. The appointment of Mr. Jason Leng Kek Mun as a NIED and the MD of the Company will be put forth to shareholders for approval at the 31st AGM to be held on 10 June 2026.</p>	
<p>Explanation for departure :</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure :</p>		

Timeframe	:		
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Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has established a formal Remuneration Policy for Board and Key Senior Management.</p> <p><u>Non-Executive Directors</u></p> <p>Fees and benefits payable to the Non-Executive Directors are based on their respective roles and responsibilities and are deliberated on and decided by the Board as a whole, with the Director concerned abstaining from deliberation and voting on decisions in respect of his/her remuneration before they are presented to shareholders for approval at the AGM. In addition, Directors who are shareholders also abstain from voting on any resolution to approve Directors' fees and benefits at the AGM.</p> <p>For Non-Executive Directors, their remuneration and incentives shall not conflict with their obligation to bring objectivity and independent judgment.</p> <p><u>MD and KSM</u></p> <p>The remuneration strategy for the MD and KSM executives entails providing them with competitive pay-outs. At the same time, an integrated pay and benefits structure is leveraged to reward individuals for their performance so that they contribute to the success of the Company. The RC shall recommend to the Board the remuneration package of the MD and KSM executives, and it is the responsibility of the Board as a whole to approve the remuneration package. The MD will abstain from discussions on his remuneration package during the Board's deliberations.</p> <p>For more details, please refer to the Remuneration Policy for Board and KSM on the Company's website at www.amway.my.</p>

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied								
Explanation on application of the practice	:	<p>The RC is responsible for establishing the framework and determining the remuneration of the MD, Non-Executive Directors and KSM. It is guided by the RC's TOR, which provides guidelines on the remuneration of Independent and Non-Independent Directors, Executive Directors as well as the KSM.</p> <p>The resolutions on the approval of fees for each Non-Executive Director are tabled separately at the Company's AGM for shareholders' approval.</p> <p>The composition of the RC is as follows:</p> <table border="1"> <thead> <tr> <th>Directors</th> <th>Designation</th> </tr> </thead> <tbody> <tr> <td>Mr. Scott Russell Balfour</td> <td>Chairman, Non-INED</td> </tr> <tr> <td>Datin Seri Azreen Binti Abu Noh</td> <td>Member, INED</td> </tr> <tr> <td>Ms. Ho Kim Poi</td> <td>Member, INED</td> </tr> </tbody> </table> <p>The TOR of the RC are available on the Company's website at www.amway.my.</p>	Directors	Designation	Mr. Scott Russell Balfour	Chairman, Non-INED	Datin Seri Azreen Binti Abu Noh	Member, INED	Ms. Ho Kim Poi	Member, INED
Directors	Designation									
Mr. Scott Russell Balfour	Chairman, Non-INED									
Datin Seri Azreen Binti Abu Noh	Member, INED									
Ms. Ho Kim Poi	Member, INED									
Explanation for departure	:									
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>										
Measure	:									

Timeframe :		
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Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	The Directors' remuneration for FY2025 is set out in the table on the following page.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other Emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other Emoluments	Total
1	Mr. Michael Jonathan Duong ⁽¹⁾	Executive Director	-	-	-	-	-	-	-	-	-	1,707.5	1,225.5	420.4	-	3,353.4
2	En. Abd Malik Bin A Rahman ⁽²⁾	Non-Executive Independent Director	131.8	7.0	-	-	6.5	-	145.3	131.8	7.0	-	-	6.5	-	145.3
3	Ms. Ho Kim Poi ⁽²⁾	Non-Executive Independent Director	94.2	14.0	-	-	6.6	-	114.8	94.2	14.0	-	-	6.6	-	114.8
4	Mr. Low Han Kee ⁽²⁾	Non-Executive Non-Independent Director	82.1	12.6	-	-	6.6	-	101.3	82.1	12.6	-	-	6.6	-	101.3
5	Mr. Scott Russell Balfour ⁽²⁾	Non-Executive Non-Independent Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6	Datin Seri Azreen Binti Abu Noh ⁽²⁾	Non-Executive Independent Director	95.8	15.4	-	-	3.9	-	115.1	95.8	15.4	-	-	3.9	-	115.1
7	Pn. Norhanifah Binti A. Jalil ⁽²⁾	Non-Executive Non-Independent Director	75.1 ⁽³⁾	7.0	-	-	6.1	-	88.2	75.1 ⁽³⁾	7.0	-	-	6.1	-	88.2
8	Dato' Sri Harjeet Singh A/L Hardev Singh ⁽²⁾	Non-Executive Independent Director	87.6	14.0	-	-	-	-	101.6	87.6	14.0	-	-	-	-	101.6
Total			566.6	70.0	-	-	29.7	-	666.3	566.6	70.0	1,707.5	1,225.5	450.1	-	4,019.7

Notes:

- (1) The Executive Director did not receive any remuneration from the Company.
- (2) The Non-Executive Directors did not receive any remuneration from the Company's subsidiaries.
- (3) The Nominee Director's fees are paid to Permodalan Nasional Berhad ("PNB").

Intended Outcome

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

Practice 8.2

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

Application :	Departure																
Explanation on application of the practice :																	
Explanation for departure :	<p>The Board recognises the importance of upholding transparency. Nevertheless, due to the highly competitive nature of the professional talent market and concerns regarding data privacy and personal security, the Board believes that disclosing the individual remuneration details of Amway's top KSM personnel on a named basis is not in the Group's best interests. As such, Amway will continue its current alternative practice of disclosing the total remuneration of its KSM on an aggregate basis.</p> <p>Throughout FY2025, the KSM team comprised the following:</p> <table border="1"><thead><tr><th>Name</th><th>Designation</th></tr></thead><tbody><tr><td>Mr. Jason Leng Kek Mun</td><td>General Manager</td></tr><tr><td>Ms. Ng Ai Lee</td><td>Chief Financial Officer</td></tr><tr><td>Ms. Wang Yan Wei</td><td>Chief Sales & ABO Enablement Officer</td></tr><tr><td>Ms. Chong Sew Peng</td><td>Chief Marketing Officer</td></tr><tr><td>Mr. Thomas Jackson Khoo</td><td>Head of Omnichannel Commerce & ABO Experience</td></tr><tr><td>Ms. Wong Choom Yee</td><td>Head of Human Resources</td></tr><tr><td>En. Mohamad Zaihan bin Mohamed Ariffin</td><td>Head of Corporate & Government Affairs</td></tr></tbody></table> <p>In respect of FY2025, the total remuneration for Amway's KSM was approximately RM6.227 million.</p> <p>The remuneration package for the KSM is divided into total cash and benefits, which is between the market median of the 50th percentile to the 60th percentile⁽¹⁾. Additional remuneration, such as year-end bonuses or performance rewards, is based on merit in relation to the achievement of individual KPIs and the Group's achievement of specific goals.</p> <p>Amway benchmarks the total pay opportunity of employees in similar positions against other employers based on the market in which we compete for talent.</p>	Name	Designation	Mr. Jason Leng Kek Mun	General Manager	Ms. Ng Ai Lee	Chief Financial Officer	Ms. Wang Yan Wei	Chief Sales & ABO Enablement Officer	Ms. Chong Sew Peng	Chief Marketing Officer	Mr. Thomas Jackson Khoo	Head of Omnichannel Commerce & ABO Experience	Ms. Wong Choom Yee	Head of Human Resources	En. Mohamad Zaihan bin Mohamed Ariffin	Head of Corporate & Government Affairs
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	<p>The Board believes that the interests of shareholders will not be prejudiced as a result of the non-disclosure of the remuneration for the KSM. The profiles of the KSM are set out in Amway's Annual Report 2025.</p> <p>(1) Reference is made to Mercer's 2025 Total Remuneration Survey under the General Industry and Consumer Goods Industry data.</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure :</p>		
<p>Timeframe :</p>		

No	Name	Position	Company					Total
			Salary	Allowance	Bonus	Benefits	Other emoluments	
1								
2								
3								
4								
5								

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	Given that Amway is not categorised as a Large Company, the Company has not adopted the above Practice for the financial year.

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	Ms. Ho Kim Poi is the AC Chairperson, while En. Abd Malik Bin A Rahman is the Chairman of the Board. The TOR of the AC are available on the Company's website at www.amway.my .	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The AC's TOR states that a former partner of the external audit firm and/or affiliated firm is required to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC.</p> <p>To-date, no former partners of the external audit firm and/or affiliate firm have been appointed to the Board.</p> <p>The TOR of the AC are available on the Company's website at www.amway.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company had put in place a Policy on External Auditors, which includes the policy on non-audit services provided by the External Auditors. The policy covers the External Auditors' appointment, re-appointment, rotation of audit engagement partners as well as independence.</p> <p><u>Performance of the External Auditors</u></p> <p>In FY2025, the AC assessed the performance of the External Auditors using the AC Evaluation Form. In conducting the assessment, the AC was guided by the Group's Policy on External Auditors and considered the following, among other criteria:</p> <ul style="list-style-type: none">• independence and objectivity (including reviewing the External Auditors' Transparency Report, which set out among other things, their audit quality programme, independence practices and risk management);• competency, quality of service and non-audit services rendered by the External Auditors;• rigour and quality of the audit;• quality and timeliness of communicating and reporting to the AC;• level of understanding of the Group's business;• adequacy of resources used; and• appropriateness of the audit fee to support a quality audit. <p>Having assessed the external audit function, the Board via the AC is satisfied with their overall performance.</p> <p><u>Independence of the External Auditors</u></p> <p>In FY2025, the AC reviewed, among other things:</p> <ul style="list-style-type: none">• appropriateness of the proposed audit fees as well as the nature of non-audit services and their fees, before making a recommendation for the Board's approval. For details of the audit and non-audit fees paid to the External Auditors,

	<p>please refer to the CG Overview Statement within Amway's Annual Report 2025;</p> <ul style="list-style-type: none"> • External Auditors' annual Transparency Report; and • qualifications and experience of Mr. Tseu Tet Kong, the new lead audit engagement partner replacing Mr. Edwin Joseph Francis, who was the lead audit engagement partner since FY2018. The change is in line with the by-laws of the Malaysian Institute of Accountants on independence, whereby an engagement audit partner of a listed company is subject to a seven (7) year rotation and a cooling-off period of five (5) years. 	
Explanation for departure :		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure :		
Timeframe :		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Not Adopted
Explanation on adoption of the practice	:	Given that Amway is not categorised as a Large Company, the Company has not adopted the above Practice for the financial year.

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The AC Chairperson, Ms. Ho Kim Poi, is a member of the Malaysian Institute of Accountants, CPA Australia and the Institute of Corporate Directors Malaysia. The other members of the AC are also financially literate.</p> <p>In FY2025, the AC members continued to undergo the relevant periodic training to enhance their skills and better fulfil their duties.</p> <p>The Board is satisfied with the performance and competence level of the AC towards fulfilling its duties. The AC will continue to undergo periodic training as and when needed in tandem with developments in accounting and auditing standards, practices and rules.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.1

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

Application	: Applied
Explanation on application of the practice	<p>: Amway adopts an Enterprise Risk Management (“ERM”) framework, which is guided by the principles of the ISO 31000:2018 Risk Management Guidelines. The framework encompasses a comprehensive process of identifying, assessing, establishing mitigation plans and monitoring the significant risks faced by the Group on an ongoing basis. This includes all strategic risks such as business, sustainability, operational, corruption, financial and regulatory risks.</p> <p>The RMC meets on a quarterly basis to evaluate and deliberate on risk management activities and recommends appropriate measures to mitigate risk exposure. These quarterly risk management reviews are then reported by the MD to the AC, and through the AC to the Board.</p> <p>The AC meets quarterly to evaluate the adequacy and effectiveness of the Group’s risk management and internal control systems. This involves reviewing the internal audit findings and recommendations to address any weakness or non-compliance, as well as reviewing the respective responses from the Management thereto, to ensure that all key risks and control weaknesses are being properly mitigated.</p> <p>For further information, please refer to the Statement on Risk Management and Internal Control (“SORMIC”) within Amway’s Annual Report 2025.</p>
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:

Timeframe	:		
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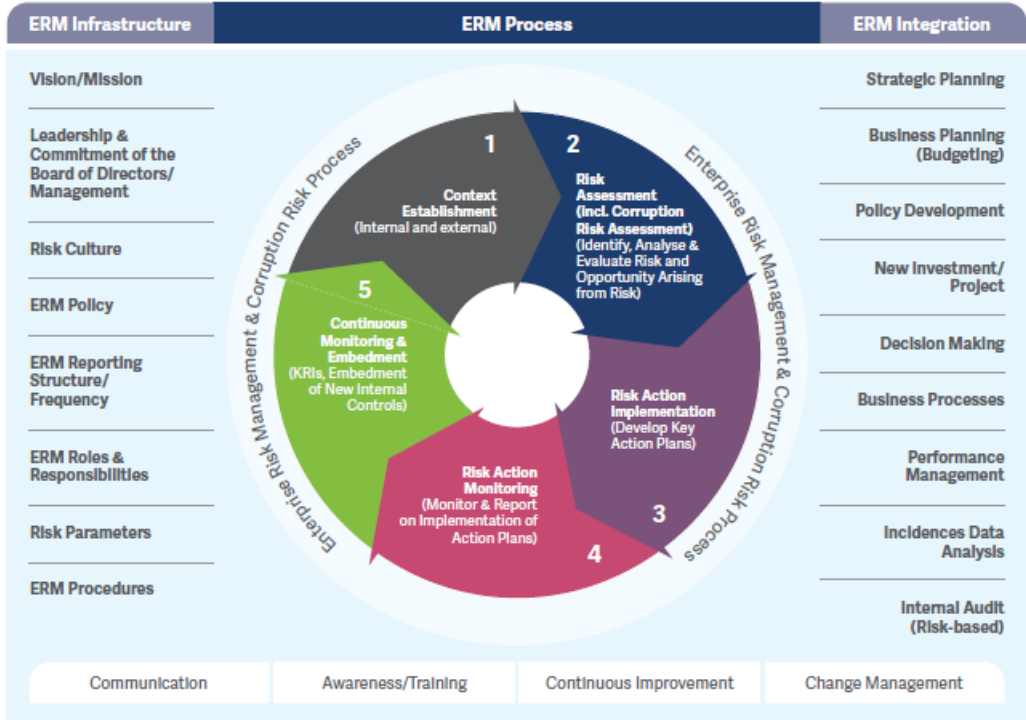
Intended Outcome

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

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

Practice 10.2

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

<p>Application :</p>	<p>Applied</p>
<p>Explanation on application of the practice :</p>	<p>In its overall approach to manage and mitigate risk to the best extent possible, the Group has developed a comprehensive ERM Framework and internal control system, which allows risks to be addressed at the operational, management and Board levels.</p> <p>The Group’s ERM Framework is guided by the principles of the ISO 31000:2018 Risk Management Guidelines and supports the identification, assessment, mitigation and monitoring of significant risks faced by the Group on an ongoing basis. The framework operates at multiple levels across the Group.</p> <p>ENTERPRISE RISK MANAGEMENT FRAMEWORK</p>  <p>The diagram illustrates the Enterprise Risk Management Framework, structured into three main pillars: ERM Infrastructure, ERM Process, and ERM Integration.</p> <ul style="list-style-type: none"> ERM Infrastructure (Left side): Includes Vision/Mission, Leadership & Commitment of the Board of Directors/Management, Risk Culture, ERM Policy, ERM Reporting Structure/Frequency, ERM Roles & Responsibilities, Risk Parameters, and ERM Procedures. ERM Process (Center): A circular process with five steps: <ol style="list-style-type: none"> 1. Context Establishment (Internal and external) 2. Risk Assessment (Incl. Corruption Risk Assessment) (Identify, Analyse & Evaluate Risk and Opportunity Arising from Risk) 3. Risk Action Implementation (Develop Key Action Plans) 4. Risk Action Monitoring (Monitor & Report on Implementation of Action Plans) 5. Continuous Monitoring & Embedment (KRIs, Embedment of New Internal Controls) ERM Integration (Right side): Includes Strategic Planning, Business Planning (Budgeting), Policy Development, New Investment/Project, Decision Making, Business Processes, Performance Management, Incidences Data Analysis, and Internal Audit (Risk-based). <p>Supporting elements at the bottom include Communication, Awareness/Training, Continuous Improvement, and Change Management.</p>

The Group's risk profile is expressed through the use of a risk impact and likelihood matrix as follows:

Likelihood	Magnitude of Impact				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
5 Almost Certain	Medium	Medium	High	Extreme	Extreme
4 Likely	Medium	Medium	High	High	Extreme
3 Possible	Low	Medium	Medium	High	High
2 Unlikely	Low	Low	Medium	Medium	High
1 Rare	Low	Low	Medium	Medium	High

During FY2025, the RMC met four (4) times to review the Group's risk profile. The risk management activities undertaken for each division included risk assessment at the operational levels, evaluation of the effectiveness of the controls in place, and the requirements for further controls when mitigated residual risks are unacceptable.

The Board has received assurance from the MD and CFO on an annual basis that the Group's risk management and internal control system is operating adequately and effectively in all material aspects.

For further information, please refer to the AC Report and SORMIC within Amway's Annual Report 2025.

Explanation for departure :

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

Measure :

Timeframe :

Intended Outcome

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

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

Practice 10.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	Given that Amway is not categorised as a Large Company, the Company has not adopted the above Practice for the financial year.

Intended Outcome

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>Amway’s internal audit function is outsourced to KPMG Management & Risk Consulting Sdn. Bhd. (“KPMG MRC”), an independent external professional firm. The rationale for using an external party is to ensure impartiality and independence of the internal audit function in providing effective checks and balances on the overall audit process and strategy. The internal audit function reports directly to the AC, and its role is set based on the approved risk-based audit plan.</p> <p>During the financial year under review, KPMG MRC conducted three (3) internal audit cycles and reported its findings to the AC.</p> <p>Based on the performance evaluation conducted on KPMG MRC in FY2025, the AC is satisfied with the performance and effectiveness of the internal auditors, including the adequacy of the scope, function, competency and resources.</p> <p>Further details of the activities of the internal audit function are provided in the AC Report and SORMIC within Amway’s Annual Report 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 11.2

The board should disclose–

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has outsourced its internal audit function to KPMG MRC, which is an independent external professional firm and free from any relationships or conflicts of interest.</p> <p>En. Mohd Khaidzir Shahari, the engagement partner from KPMG MRC retired on 31 March 2025, and Mr. Chan Chee Keong assumed his role from 1 April 2025.</p> <p>Mr. Chan is a Fellow of the Association of Chartered Certified Accountants of the United Kingdom; a Chartered Accountant of the Malaysian Institute of Accountants; and a licensed auditor by the Ministry of Finance. He has over 27 years of experience in audits covering a wide range of companies, including public-listed companies and multinational corporations across various industries, notably in the manufacturing and automotive sectors. His extensive experience working with large companies has equipped him with a solid understanding of business operations, associated risks, and the processes and procedures used to manage those risks.</p> <p>For FY2025, the KPMG MRC team comprised five (5) members. The internal audits performed are based on the KPMG MRC Internal Audit Methodology, a risk-based internal audit methodology, which is aligned with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.</p> <p>Further details of the internal audit function are provided in the AC Report within Amway’s Annual Report 2025.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has established an Investor Relations ("IR") Policy and this policy serves as the foundation of Amway's Investor Relations programme. It also serves as a statement to the Company's stakeholders on how the Company intends to keep them informed of material developments and maintain effective communications with them.</p> <p>The Board values the perspectives of stakeholders and respects the rights of shareholders to receive timely and accurate communication from the Company.</p> <p>In this regard, the Board and Senior Management of Amway continue to initiate a wide range of communication initiatives with shareholders and other stakeholders.</p> <p>Amway maintains an IR section on its website, which allows stakeholders to email enquiries or seek clarification on company-related matters at any time. The contact details of the IR personnel are also available in the IR section to enable stakeholders to reach the IR personnel directly in the event of any enquiries or feedback.</p> <p>During FY2025, the Board and Senior Management initiated communication with stakeholders, which included:</p> <ul style="list-style-type: none">• Sharing the quarterly interim performance and full-year financial results with regulators and the media;• Disseminating a circular to shareholders;• Publishing the Company's Annual Report and the Group's audited financial statements;• Convening an AGM to table the Company's Annual Report, including the Group's audited financial statements, and to address queries from shareholders; and• Holding an analyst briefing with investors and analysts. <p>Stakeholders can view information announced by Amway on its corporate website at www.amway.my. The Company's corporate information, financial information, company announcements and</p>

	other related communications and information are also available on its corporate website.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.2

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

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

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Notice of the 30th AGM dated 21 April 2025 was distributed thirty (30) days in advance of the AGM held on 21 May 2025.</p> <p>The Notice of AGM also provided detailed explanations of the resolutions proposed, together with the Statement Accompanying the Notice of AGM, to enable shareholders to make informed decisions in exercising their voting rights.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>All eight (8) Directors participated in the 30th AGM held physically on 21 May 2025 at Amway’s Headquarters in Petaling Jaya, Selangor.</p> <p>All the Directors (including the respective Chairs of the AC, NC and RC), GM, CFO, Company Secretary, External Auditors, and advisors, were present at the AGM to address relevant questions raised by the shareholders.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Company's Thirtieth ("30th") Annual General Meeting ("AGM") was held physically on 21 May 2025 at Amway's Headquarters in Petaling Jaya, Selangor, in line with the requirements set out in Paragraph 8.27A of the Bursa Securities' Listing Requirements, which requires a listed issuer to hold its general meeting at a physical venue in Malaysia.</p> <p>While the Board recognises the benefits of leveraging technology to facilitate remote shareholder participation and voting in absentia, it is of the view that convening a fully physical general meeting, without the use of virtual meeting technology, remains an effective avenue to foster transparent dialogue and meaningful engagement between the Company and its shareholders.</p> <p>The Company's AGM was held at a strategic and easily accessible venue in Petaling Jaya. For shareholders who were unable to attend the meeting in person, proxy facilities were made available to enable them to exercise their voting rights. The AGM recorded a strong shareholder turnout, with a total of 443 shareholders and proxies in attendance, representing approximately 85% of the Company's total issued share capital.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.4

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application :	Applied
Explanation on application of the practice :	<p>At the 30th AGM, all Directors, GM, CFO, Company Secretary, as well as the External Auditors and advisors were present to facilitate vigorous discussion with shareholders.</p> <p>The MD and GM provided shareholders with updates on the Group’s operations, while the CFO provided a detailed overview of the year’s financial performance. All questions raised by the shareholders were addressed during the meeting.</p> <p>Shareholders were also able to email any enquiries or share feedback and questions outside of the general meeting via Amway’s investor relations email at ir@amway.com.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 13.5

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
Application :	Not applicable – only physical general meetings were conducted in the financial year
Explanation on application of the practice :	
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The minutes of the 30 th AGM, together with the Company's response to questions raised during the AGM, were made available to shareholders on the Company's website at www.amway.my within 30 business days after the AGM.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

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

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

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