



CLIMATE CLAIMS

Climate change is increasingly reshaping business risks in Malaysia as frequent occurrence of natural disasters disrupt supply chain and increase insurance costs.

Now, companies are being pushed to integrate climate resilience, ESG reporting and disaster preparedness into core business strategy and long-term risk management.

THE BANE OF CLIMATE CHANGE: NATURAL CATASTROPHES ARE NOW MALAYSIA'S TOP BUSINESS RISKS

Climate change acts as a risk multiplier for businesses by impacting operations, supply chains and financial performance through both physical disruption and the mandatory or market regulator-driven transition process to a low-carbon economy.

At a glance, extreme weather events such as floods, hurricanes, wildfires and sea-level rise can cause direct damage to factories, offices and infrastructure.

This can trigger supply chain disruptions by creating bottlenecks, delays in production or even cancellation of shipment of goods and raw materials.

In essence, a surge in climate-induced disasters has led to higher insurance premiums and in some cases, difficulty in obtaining coverage for commercial properties or even prediction lines.

Flash Floods Become Rampant

Climate change hazards in Malaysia are characterised by increased intensity and frequency of extreme weather events, with flooding, rising temperatures, and sea-level rise acting as the most synonymous risks to the nation.

These hazards are mostly driven by rising temperatures which are projected to inch up by 1.9°C to 2.1°C by end of the century. Welcome to the United Nations +2

Of the three concerns, intense flooding emanating from monsoon floods and flash floods are the most common occurrences:

Monsoon Floods: The Northeast monsoon (October-March) has reportedly been bringing excessive and intense rainfall which results in severe flooding, especially in the East Coast of Malaysia (affecting states such as Pahang, Kelantan and Terengganu).

Flash Floods: Rapid urban development combined with erratic rainfall has made flash flood a common phenomenon in urban areas locales like Klang Valley which boasts large concentration of production/industry zones.

Often enough, flash floods – although deemed as natural disaster – has human-made inklings, notably clogged drainage stemming from littering or over development/deforestation which destroy natural water flow by speeding up water runoff and reduce the ground or river's ability to absorb heavy rain.

Retrospectively, Bank Negara Malaysia (BNM) has recorded over 50 natural disasters – predominantly floods – between 1998 and 2018 which caused RM8 billion in damages.

Insurers Brace Up

Interestingly, while manufacturers tend to face the direct brunt of natural disasters in the like of flooding with their production plant potentially inundated by rising water level which could damage their machinery/equipment or even indirectly with their raw material supply, insurers are not spared the ordeal either.

General insurer LPI Capital Bhd (through its subsidiary Lonpac Insurance Bhd) has faced and continues to face earnings impacted by rising number and severity of flood events in Malaysia although they maintain robust reinsurance to mitigate the net impact.

The Group has acknowledged that the increased frequency and severity of weather events, particularly flooding, challenge its underwriting results and profitability.

The severe flood events of December 2021 – touted as the biggest flood event that Lonpac has encountered – caused a "normalisation of claims ratios," leading to a 20.6% lower pre-tax profit in its 4QFY2021 financial results.

In its [61st AGM Question and Answer \(Q&A\)](#), LPI revealed that Lonpac received more than 4,300 flood claims as of end-March 2022 with an estimated total gross claim of RM329 million.

These are mainly flood claims under fire insurance with 3,410 cases involving residential risks, 751 cases of commercial risks and 57 cases of industrial risks. There were also flood claims reported under Engineering, Miscellaneous Accident, Marine and Motor classes of insurances.

In recent times, Lonpac continues to face pressure in underwriting profitability with an increase in the number of claims including floods and large commercial fire losses, leading to a lower Insurance Service result (ISR) in FY2025. The higher claims was reflected in Lonpac's Claims Incurred Ratio which increased to 45.4% from 40.4% the previous year.

In response to shareholders' questions at the recent general meeting, LPI executive director and Group Chief Executive Officer Tan Kok Guan said that flooding events are becoming more frequent, though the scale of these events is not as substantial as before.

As part of the group's risk mitigation exercise, LPI has begun to monitor its flood exposure regularly while maintaining strong reserves and "adequate and well-structured" re-insurance programs to limit net claims.

Natural Catastrophes Top Business Risks in Malaysia

Alluding to climate change, Allianz Malaysia has pointed to the fact that natural catastrophes are the top risk for businesses in Malaysia for 2026 – rising from #5 last year – as revealed by the Allianz Risk Barometer.

“Weather events and disasters that were considered rare or historic in the past are now common occurrences which leaves communities with very limited reaction time while a portion of the population remains unprepared or underestimates the risks,” observed Allianz General Insurance Co (M) Bhd’s chief underwriting officer Rafliz Ridzuan.

“Governments in our region should be investing more in climate adaptation to minimise the impact as well as enhancing resilience to such events in future.”

Inevitably, natural catastrophes are the most significant concern for businesses in Malaysia. Throughout 2025 alone, floods in Malaysia affected more than 15,000 people in seven Malaysian states where low-lying villages in Kelantan, Perlis and Kedah were submerged for days, leaving homes structurally damaged and families stranded.

The scale of the disaster was evident insofar as the rivers are concerted where 10 major rivers swelled to reach dangerous levels by end-November 2025. Losses incurred reached up to US\$10.3 million with majority of the damage involving paddy crops.

All these developments eventually point to rising insurance premiums which means businesses will have to brace for a significant jump in the cost of doing business while profit margins get squeezed, thus forcing firms to alter their operational strategies.

As of early 2026, premium hikes are being driven by increased claims frequency, rising medical costs and heightened catastrophe risks with projections indicating further, persistent increases from climate change impacts and geopolitical tensions which increase reinsurance costs and consequently, direct premium rates.

Embracing Natural Risks

At current times, corporate readiness for natural disasters and climate change is transitioning from a voluntary sustainability reporting exercise to a core, financially material risk management function.

While awareness is high – with over 80% of businesses having expressed concerned about climate impacts – preparedness levels remain uneven and are often trailing behind the rapid acceleration of physical risks¹.

What is certain today is that climate risk is increasingly recognised as financial material that affects asset valuations, insurance deductibles and capital expenditures.

Experts estimate physical climate risks could directly impact cash-flow projections whereby in some cases, eroding 5%–25% of EBITDA in vulnerable sectors like manufacturing, property and agriculture² in the near future.

¹ https://www.ey.com/en_nn/newsroom/2026/01/climate-action-barometer-survey

² <https://www.weforum.org/publications/the-cost-of-inaction-a-ceo-guide-to-navigating-climate-risk/>

On this note, mandatory ESG reporting in Malaysia will be extended to a broader cohort with companies below RM2 billion in market capitalization beginning climate-first reporting aligned with the IFRS S2 standards.

Boards are now required to oversee climate-related financial disclosures and ensure that climate risk is integrated into long-term strategy rather than treated as a peripheral issue. Good practice involves reviewing climate-related matters in financial statements and conducting post-disaster reviews to strengthen resilience.

Beyond that companies are mapping "critical exposure points" (e.g. single-supplier dependency or flood-prone warehouses) and strengthening operational resilience to handle increased catastrophe loss years.

While investment in climate resilience still lags behind energy transition spending, there is growing momentum for integrating early warning systems and sustainable, resilient infrastructure.

[END]

MSWG AGM/EGM WEEKLY WATCH

The following are the AGMs/EGMs of companies on the Minority Shareholders Watch Group's (MSWG) watch list for this week.

The summary of points of interest is highlighted here, while the details of the questions to the companies can be obtained via MSWG's website at www.mswg.org.my.

QUICK-TAKE

Date & Time	Company	Quick-take	Voting Position
18.05.26 (Mon) 10.00 am	Star Media Group Berhad (AGM)	The Group reported FY2025 revenue of RM208.3 million (-16% y-o-y), impacted by weaker advertising demand and completion of the Star Business Hub project, reducing progress billings. Profit before tax fell sharply to RM1.5 million (FY2024: RM68.2 million, boosted by a RM55 million one-off settlement). Core Print, Digital and Events revenue declined 9% to RM162.2 million amid a 27% industry ad contraction, while Radio revenue dropped 6% to RM28.5 million due to intense competition. Property revenue fell 46% to RM24.9 million. Excluding one-offs, the Group recorded a RM0.8 million loss before tax, mainly from weaker print advertising and lower property contributions.	MSWG will vote "for" all resolutions to be tabled
18.05.26 (Mon) 10.00 am	Hextar Global Berhad (AGM)	The Company's FY2025 revenue reached RM875.4 million, representing a 4.7% decline from the previous financial year. This decline was primarily driven by softened demand within the Specialty Chemicals and Fruits segments, which outweighed steady growth in Agriculture. Despite lower sales, PAT edged up 1.1% to RM72.5 million, bolstered by a RM6.7 million foreign exchange gain, though overall performance was significantly constrained by a 30.2% increase in taxation.	MSWG will vote 'Against' Resolutions 8, 9 and 10 on the reappointment of the long-serving independent director, proposed renewal of Authority to Issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016 and proposed renewal of authority for share buy-back.

Date & Time	Company	Quick-take	Voting Position
19.05.26 (Tue) 10.00 am	Telekom Malaysia Berhad (AGM)	For FY2025, the Company recorded a 1.4% revenue increase to RM11.9 billion, driven by robust wholesale capacity demand and steady fixed broadband growth. Conversely, PATAMI moderated to RM1.7 billion from RM2.02 billion in the preceding financial year. This decline was primarily due to one-off costs from the Prihatin voluntary separation scheme, alongside foreign exchange fluctuations and non-recurring items.	MSWG will vote “for” all resolutions to be tabled
19.05.26 (Tue) 12.30 pm	Telekom Malaysia Berhad (EGM)	The Company proposes to purchase up to 5% of the total number of issued Shares. The proposal may enhance the EPS due to a lower number of Shares. However, it may limit the Company’s ability to pursue new opportunities and lower cash available for dividends.	MSWG will vote “for” the Proposed Share Buy-Back.
19.05.26 (Tue) 10.00 am	Pharmaniaga Berhad (AGM)	<p>Pharmaniaga successfully completed its Regularisation Plan (RP) in 2025, strengthening its financial position and leading to its upliftment from PN17 status on 17 March 2026.</p> <p>The Group recorded improved FY2025 revenue of RM3.9 billion, representing an 8.1% y-o-y growth against the adjusted FY2024 revenue of RM3.6 billion, mainly driven by stronger demand in the concession segment and the inclusion of new products under the Approved Products Purchase List (APPL).</p> <p>The Group also achieved RM10.6 million in interest savings through stock optimisation initiatives and partial debt repayment, contributing to a 30.5% increase in profit after taxation (PAT) to RM50.7 million.</p>	MSWG will vote “for” all resolutions to be tabled
19.05.26 (Tue) 02.00 pm	Pharmaniaga Berhad (EGM)	The Group is proposing a share consolidation exercise involving the consolidation of every five (5) existing ordinary shares in Pharmaniaga into one (1) consolidated ordinary share.	MSWG will vote “for” all resolutions to be tabled
19.05.26 (Tue) 12.00 pm	Fiamma Holdings Berhad (AGM)	The Group delivered a strong FY2025 performance, driven by resilient operating fundamentals and	MSWG will vote “for” all resolutions to be tabled

Date & Time	Company	Quick-take	Voting Position
		<p>strategic one-off gains. Revenue increased 2.44% year-on-year to RM381.24 million, supported mainly by the Trading and Services segment. Profitability was further enhanced by gains from equity dilution, subsidiary winding-up, and associates' contributions. Consequently, profit before tax surged 53.28% year-on-year to RM82.34 million, reflecting both operational resilience and significant non-operating contributions during the financial year.</p>	
<p>19.05.26 (Tue) 01.00 pm</p>	<p>Fiamma Holdings Berhad (EGM)</p>	<p>Shareholders' approval is sought by Fiamma Holdings Berhad for proposals involving ratification of financial assistance to associates, variation in utilisation of repayment proceeds, a proposed joint venture with BKG Development Sdn Bhd for a mixed commercial development, and financial assistance of up to RM106.87 million to Sinaran Urusjuta Sdn Bhd for the KLCC 2 project. These proposals primarily support the Group's strategic property development initiatives and funding arrangements.</p>	<p>MSWG will vote "For" all resolutions, except Ordinary Resolution 4 pertaining to the proposed provision of financial assistance by Fiamma Holdings Berhad to Sinaran Urusjuta Sdn Bhd of up to RM106.87 million for the KLCC 2 project development.</p>
<p>20.05.26 (Wed) 09.30 am</p>	<p>Heineken Malaysia Berhad (AGM)</p>	<p>For FY2025, HEIM recorded a 2% decline in net profit to RM459.3 million. Revenue remained flat at RM2.8 billion in FY2025. The lower profit was primarily due to the non-recurrence of the reinvestment tax allowance that boosted profit in FY2024. Excluding this one-off benefit, the Group's underlying profit would have improved by 4%.</p> <p>The board has proposed a final dividend of RM1.12 per share, bringing the total dividends for FY2025 to RM1.52 per share. This represents a 100% payout ratio and the highest dividend yield since the pandemic at 6.6%.</p>	<p>MSWG will vote 'Against' Resolutions 2 and 7 on the re-election and appointment of a long-serving independent director</p>

Date & Time	Company	Quick-take	Voting Position
20.05.26 (Wed) 10.00 am	Syarikat Takaful Malaysia Keluarga Berhad (AGM)	<p>The Group recorded Takaful Revenue of RM3.80 billion in 2025 against FY2024's RM3.58 billion, driven by positive momentum across both Family Takaful and General Takaful, with significant gains in Fire, Motor, LPPSA and employee benefit plans.</p> <p>Profit before zakat and tax (PBZT) amounted to RM615.7 million in FY2025, compared to FY2024's RM574.9 million, thanks to higher Contractual Service Margin release from the Family Takaful business, together and an increase in investment income.</p> <p>With that, it declared an interim single-tier dividend of 18.5 sen, 1.5 sen higher than the 17.0 sen distributed in the prior year.</p>	MSWG will vote "for" all resolutions to be tabled
20.05.26 (Wed) 10.00 am	Gas Malaysia Berhad (AGM)	<p>GASMSIA's revenue declined 8.8% to RM7.34 billion in FY2025, primarily due to lower average natural gas selling price. The Group experienced softer natural gas demand as economic activity slowed across several key customer sectors, notably in rubber gloves, steel and oleochemicals. The situation was further compounded by operational disruptions arising from the Putra Heights pipeline fire.</p> <p>Meanwhile, profit after zakat and tax (PAZT) fell 13.5% to RM381.7 million, mainly reflecting lower EBITZDA, as well as higher depreciation and finance costs incurred. Capex jumped 49% to RM398.9 million in FY2025, primarily reflecting continued investment in the expansion of the Natural Gas Distribution System ("NGDS") network.</p>	MSWG will vote "for" all resolutions to be tabled
20.05.26 (Wed) 10.00 am	Dutch Lady Milk Industries Berhad (AGM)	DLADY recorded a 3.8% growth in revenue to RM1.5 billion in FY2025 with sales volume up 7.1%. Strong demand in liquid milk, continued expansion in professional channels and the success of new product launches were support factors. Gross profit margin improved to 29.0% from 28.1% in FY2024. Meanwhile,	MSWG will vote "for" all resolutions to be tabled

Date & Time	Company	Quick-take	Voting Position
		<p>profit before tax rose 17.3% to RM146.7 million, signalling sound underlying business fundamentals.</p> <p>2025 was the first full year of operations at DLMI@Enstek and marked the completion of the Distribution Centre at DLMI@Enstek. These investments have started to deliver benefits in efficiency and supply chain performance, with the Distribution Centre's 25,000-pallet capacity supporting timely and efficient product delivery nationwide.</p>	
21.05.26 (Thur) 09.30 am	Magnum Berhad (AGM)	The Company recorded a 3.0% increase in revenue to RM2.30 billion during FY2025, compared to RM2.23 billion previously, driven by stronger 4D Jackpot participation. Profit after tax rose 9.2% to RM168.54 million from RM154.35 million in the preceding year. This growth was bolstered by higher operating income lower finance cost which partially offset by movements in the Group's effective tax charge.	MSWG will vote 'Against' Resolutions 7 on the reappointment of a long-serving independent director
21.05.26 (Thur) 10.00 am	Tenaga Nasional Berhad (AGM)	The Company's revenue surged 19.4% to RM67.7 billion in FY2025. This increase was mainly driven by higher electricity sales in Peninsular Malaysia, specifically from the commercial segment and rising demand from digital economy. Consequently, PAT rose 19.0% to RM4.8 billion. This growth was underpinned by disciplined operational execution and cost management.	MSWG will vote "for" all resolutions to be tabled
21.05.26 (Thur) 02.00 pm	Bumi Armada Berhad (AGM)	The Company's revenue decline 30.9% to RM1.59 billion, primarily reflects the Armada Kraken transitioning into a lower-rate optional charter period and a stronger Ringgit impacting USD-denominated earnings. PAT stood at RM447.3 million, reflecting a 31.8% decrease compared to FY2024. Following a lower topline, the decline in profit was mitigated by finance cost savings following a 53% reduction in net debt and disciplined administrative expense management.	MSWG will vote 'Against' Resolutions 2 and 6 on the re-election and reappointment of a long-serving independent director

Date & Time	Company	Quick-take	Voting Position
21.05.26 (Thur) 04.00 pm	Bumi Armada Berhad (EGM)	<p>The Company proposes to undertake capital reduction exercise which entails a reduction of RM1,950.0 million of its issued share capital. This will eliminate the entire accumulated losses and clear the way for future share buy-back.</p> <p>The Company also proposes to purchase its own Shares of up to 10% of the total number of issued Shares which may boost the EPS.</p>	MSWG will vote "for" the Proposed Capital Reduction and Proposed Share Buy-Back
22.05.26 (Fri) 09.00 am	P.I.E. Industrial Berhad (AGM)	<p>For FY2025, PIE recorded a 9.9% decline in revenue to RM879.25 million, mainly due to the impact of U.S. tariff implementation on a major customer. Revenue from Malaysian operations fell 11.6% to RM842.94 million, while revenue from operations in Thailand increased 55.6% to RM36.31 million. Meanwhile, profit before tax declined 44.7% to RM31.98 million, mainly due to lower revenue (down by RM96.20 million) and a higher foreign exchange loss of RM2.63 million.</p> <p>PIE is also making progress in discussions with a major potential new server customer and remains optimistic about the growth opportunities.</p>	MSWG will vote "for" all resolutions to be tabled
22.05.26 (Fri) 10.00 am	Pos Malaysia Berhad (AGM)	<p>Pos Malaysia posted another year of losses in FY2025. Net loss widened to RM209.26 million (FY2024: -RM202.66 million), on the back of muted topline at RM1.84 billion (FY2024: RM1.85 billion). Meanwhile, EBITDA, a measure of a company's core operating performance, turned negative at RM2.9 million compared to a positive RM29.4 million in FY2024, suggesting weakening operational profitability despite the improved KPIs.</p>	MSWG will vote "Against" the appointment of two NINEDs as Pos Malaysia had departed from Practice 5.2 of the MCCG that a Board comprises at least half of independent directors.

POINTS OF INTEREST

Company	Points/Issues to Be Raised
Star Media Group Berhad (AGM)	<p>The Group relies on global supply chains for materials, technology, and services, exposing operations to disruption risks. It mitigates these through supplier diversification, localisation, and multiple service providers, supported by a business continuity plan (BCP), including external printing arrangements to maintain uninterrupted operations. (Source: Page 38 of Annual Report 2025)</p> <p>Has the Group experienced any sourcing or logistics cost pressures due to current disruptions in the Strait of Hormuz, including higher transportation costs for newsprint materials, and have these been factored into the BCP and cost planning for FY2026?</p>
Hextar Global Berhad (AGM)	<p>While the 3.5% uptick in PATMI to RM61.4 million is a positive headline, underlying operational growth appears flat once the RM6.7 million foreign exchange gain is excluded. With cash reserves at RM111.0 million against total borrowings exceeding RM417.1 million (short-term borrowings: RM261.4 million) and a pro forma gearing ratio climbing to 2.07 times following the proposed venture into fertiliser business of RM120.0 million, the balance sheet appears increasingly stretched.</p> <p>How does the Company demonstrate capital allocation discipline while pursuing this diversification?</p>
Pharmaniaga Berhad (AGM)	<p>Recent industry reports highlight increasing global drug prices, persistent supply chain disruptions, and rising active pharmaceutical ingredient (“API”) cost inflation, all contributing to pressure in domestic procurement systems. In this context, Pharmaniaga Berhad, as a key government concessionaire and distributor in Malaysia’s public healthcare supply chain, remains significantly exposed due to fixed-price contracts and dependence on government procurement. This raises concerns over the Group’s ability to maintain long-term financial stability. (Source: By Business Today Editorial dated 13 April 2026, Surging Drug Prices And Prolonged Disruption Threaten Domestic Supply Stability, MBSB).</p> <p>a) Given the significant increase in API and logistic costs, how sustainable is the Group’s model under the APPL framework, and what percentage of the Group’s product portfolio is currently not subject to price adjustments despite ongoing cost inflation?</p> <p>b) Which product categories in the Group’s portfolio are most affected by raw material shortages, and do they relate to essential medicines or high-volume generics required by the Ministry of Health (MOH)?</p> <p>c) What is the estimated impact on the Group’s EBITDA for every 10% rise in API and logistics cost under existing contract terms?</p>

Company	Points/Issues to Be Raised
Kumpulan Perangsang Selangor Berhad (AGM)	<p>Toyoplas Manufacturing (Malaysia) Sdn Bhd (TMM)'s revenue rose to RM435.1 million (FY2024: RM418.5 million), with gross margins remaining stable despite higher costs, supported by effective cost management and savings from expanded solar energy usage. (Source: Pages 57 – 62 of Annual Report 2025)</p> <p>a) Consumer electronics remains TMM's largest contributor at 59.3%, yet revenue declined by 6.2% due to lower demand from a key customer. How resilient is this segment amid ongoing geopolitical tensions and rising cost pressures?</p> <p>b) Given the clean room investment is subject to sales visibility, what milestones need to be met before TMM commits to the clean room investment, and what is the expected timeline?</p>
Netx Holdings Berhad (AGM)	<p>For FYE2025, eMicro recorded revenue of RM3.32 million, representing a marginal increase from RM3.25 million in FYE2024. However, the segment reported a loss before tax of RM4.10 million in FYE2025, compared to a profit before tax of RM0.79 million in FYE2024. This decline in performance was primarily due to an increase in impairment loss on financing receivables amounting to RM4.76 million. (Source: Page 8 of Annual Report 2025)</p> <p>a) What borrower segments contributed most to the RM4.76 million impairment? Were the impaired receivables concentrated among a small number of accounts? How much of the impaired portfolio is secured vs unsecured?</p> <p>b) Of the RM4.76 million impairment loss on financing receivables, to date how much has been recovered?</p> <p>c) What is the current non-performing loan (NPL) ratio, and how has it trended over the past year?</p>
Fiamma Holdings Berhad (AGM)	<p>Given the ongoing Iran war, which has led to increased volatility in energy prices, global logistics costs, and foreign exchange markets, to what extent has these developments impact the Group's cost structure, sourcing and supply chain for home and electrical appliances, pricing strategy, and overall demand outlook? Additionally, what specific mitigation measures has the Group implemented to manage these risks and protect margins amid heightened geopolitical uncertainty?</p>
Fiamma Holdings Berhad (EGM)	<p>Under the Proposed PFA, FHB proposes to advance up to RM106.87 million to SUSB (Page v of Circular). Once the SUSB Joint Venture completes, BDSB will hold 70% of SUSB and assume full operational control, while FHB retains 30% with no right to interfere in day-to-day operations (Page 21 and Page 94 of Circular).</p> <p>The advances are unsecured and rank behind all external financing facilities, repayable only after secured lenders are fully satisfied</p>

Company	Points/Issues to Be Raised
	<p>(Page 29 of Circular). In the event of non-payment, FHB may seek remedies under the SUSB Shareholders' Agreement and exercise its rights under the corporate guarantee granted by CHGPB in favour of FHB (Page 50 of Circular), which guarantees BDSB's compliance with its obligations under the agreement (Page 96 of Circular). However, the specific terms of this guarantee are not disclosed in the Circular, nor does the Circular describe what approval rights, if any, FHB holds over SUSB's drawdown of the Proposed PFA funds.</p> <p>a) What are the key terms of the corporate guarantee to be provided by CHGPB, including whether the guarantee is unconditional, irrevocable and payable on demand, as well as any limitations or conditions attached thereto?</p> <p>b) What is the governance mechanisms in place for FHB to exercise oversight over SUSB's utilisation and drawdown of the Proposed PFA funds, including any approval rights, reporting requirements, or protective provisions available to FHB as a 30% minority shareholder?</p> <p>c) In the event of financial distress at SUSB, what specific enforcement rights and practical recourse would FHB as a 30% minority shareholder has under the Shareholders' Agreement and/or related documents to safeguard its advances and interests?</p>
Zhulian Corporation Berhad (AGM)	<p>The Group undertook preparatory steps to reactivate the Indonesia market through a phased strategy, centered on rebuilding distributor engagement, improving operational readiness and re-establishing brand presence, with the objective of positioning the market for sustainable contribution over the medium term (Page 12 of the AR 2025). A soft opening was carried out on 8 February 2026 as indicated in the Group's corporate profile (Page 5 of the AR 2025). However, the Group does not disclose the reasons behind the period of inactivity in Indonesia, nor the total investment earmarked for this reactivation.</p> <p>a) What were the reasons behind the earlier period of inactivity in the Indonesian market, and what specific operational and financial safeguards has the Group put in place to ensure a sustainable outcome going forward?</p> <p>b) What financial returns is the Group expecting from the Indonesian market over the next three years, and what is the anticipated payback period for this investment?</p>
Dayang Enterprise Holdings Berhad (AGM)	<p>With a record RM4 billion orderbook now in the execution phase, how much of this value is effectively insulated from inflationary pressures? Specifically, do these latest umbrella contracts include robust price adjustment mechanisms or escalation clauses designed</p>

Company	Points/Issues to Be Raised
	to maintain a 43% gross profit margin floor as operating costs fluctuate?
Parkson Holdings Berhad (AGM)	<p>The Group previously disclosed same store sales (SSS) growth (%), which measures sales growth from stores that have been open for a comparable period, with the last disclosure in FY2019, but has since ceased reporting this metric from FY2020 onwards.</p> <p>What are the current SSS growth figures for both Malaysia and the PRC segments? Have these trends improved or deteriorated in recent years? What is the rationale to discontinue the disclosure of this metric, and will the Board consider resuming reporting it to enhance transparency for shareholders?</p>
Bumi Armada Berhad (AGM)	<ol style="list-style-type: none"> 1. Referring to the unplanned shutdown of the Armada Kraken, please clarify whether the disruption was attributable to a major defect? Additionally, given the asset's transition to a lower charter rate in April 2025, what is the specific strategy for maintaining profitability if maintenance requirements for aging assets intensify while revenue remains at reduced levels? 2. Given that Armada TGT 1 accounts for a significant portion of the Company's remaining firm order book and expires in December 2026, what is the specific contingency plan if an extension is not secured or is offered at a rate that does not meet BAB's cost of capital?
Pos Malaysia Berhad (AGM)	<p>As of 31 December 2025, Pos Malaysia shareholders' equity decreased to RM82.5 million due to higher accumulated losses of RM988.9 million. Meanwhile, the total share capital amounted to RM1.07 billion.</p> <p>These numbers raised concerns that Pos Malaysia might slip into Practice Note 17 (PN17) status, should the loss-making condition persist.</p> <ol style="list-style-type: none"> a) Given the net losses position, rising accumulated losses and depleting shareholders' equity, what are the viable strategies to ensure long-term business continuity and sustainability of Pos Malaysia? b) Pos Malaysia embarked on a Business Transformation Plan in August 2021 (BTP 2021) with four phases outlined. The Company is currently at Phase 4 of implementation – Delivering a Better Tomorrow, focusing on pursuing sustainable revenue streams, engaging with the government on regulatory matters, including Universal Service Obligation (USO) compensation and changes to the Postal Services Act, and improving cost efficiency through operating model optimisation (page 21 of Annual Report 2025): <ol style="list-style-type: none"> i. What are the key initiatives to be carried out under Phase 4 of BTP based on the three key focus areas? Please disclose

Company	Points/Issues to Be Raised
	<p>the operational key performance indicators (KPI) and regulatory milestones to be achieved.</p> <p>ii. Notwithstanding the improved metrics, i.e., mail service reliability at 95%, parcel service levels improved to 92%, since the inception of BTP2021, shareholders have yet to see corresponding improvements in the Company's financial performance.</p> <p>Net loss widened to RM209.26 million (FY2024: -RM202.66 million), on the back of muted topline at RM1.84 billion (FY2024: RM1.85 billion). Meanwhile, EBITDA, a measure of a company's core operating performance, turned negative at RM2.9 million compared to a positive RM29.4 million in FY2024, suggesting weakening operational profitability despite the improved KPIs.</p> <p>In short, there is a divergence between improved metrics and profitability despite the final implementation phase of BTP2021.</p> <p>Why have the improvements in service reliability and operational KPIs not translated into stronger revenue growth and profitability?</p> <p>To what extent are the improved service metrics commercially meaningful if they are not translating into better margins, customer monetisation, or revenue growth?</p> <p>iii. What immediate priorities and strategies does management have to restore EBITDA positivity and achieve sustainable profitability?</p> <p>iv. With BTP2021 nearing completion, does the Board consider the transformation programme to be on track in delivering its intended financial objectives?</p>
SWS Capital Berhad (AGM)	<p>As at 31 December 2025, the ageing analysis of the Group's trade receivables shows RM5.25 million past due by more than 61 days carrying a loss allowance of only RM454,000, representing a provision rate of 8.65% on this aged category. The relatively low provision rate against a long-overdue balance raises concern over the adequacy of the impairment assessment. No further breakdown beyond 61 days is disclosed (Note 19, Page 186 of the AR 2025).</p> <p>a) What is the breakdown of the RM5.25 million balance past due by more than 61 days, particularly the portion past due beyond 90 days? What is the Group's assessment of the recoverability of these amounts? To date, how much of the RM5.25 million in trade receivables has been collected?</p>

Company	Points/Issues to Be Raised
	<p>b) What recovery actions have been initiated against these debtors, and what is the basis for management's assessment that the current provision rate of 8.6% is adequate given the age of these balances?</p>
<p>Elsoft Research Berhad (AGM)</p>	<p>The proportion of procurement from local suppliers declined significantly from 69% in FY2023 to 34% in FY2025 as more electronic components were sourced externally. (Source: Page 28 of Annual Report 2025) Given the higher reliance on external suppliers, which countries or regions are the Group's key electronic components currently sourced from and has the Group experienced any supply disruptions, delays or cost pressures arising from current geopolitical tensions?</p>
<p>GIIB Holdings Berhad (AGM)</p>	<p>GIIB Healthcare Products Sdn Bhd (GHP) is facing a RM14.39 million claim from Glomaxes Latex Glove Manufacturer Sdn Bhd (Glomaxes), which was adjudicated in favour of Glomaxes under the Construction Industry Payment and Adjudication Act 2012. The High Court has upheld and enforced the award, and GHP's attempts to challenge and delay the proceedings have been unsuccessful.</p> <p>A winding-up petition is ongoing, with the next hearing scheduled for 30 July 2026. The case also involves a potential conflict of interest due to overlapping ownership and directorship between the parties.</p> <p>a) What is the Group's ability to settle the RM14.39 million obligation without negatively affecting its operations?</p> <p>b) Could the Board disclose the total legal costs incurred by the Group to date, together with the estimated legal expenses going forward?</p> <p>c) Please clarify the Group's contingency plans should GHP be wound up, and how this would affect the Group's ability to sustain its operations and revenue streams.</p> <p>d) To what extent are the Group's two pending legal cases, namely the abovementioned case and GIIB Holdings Bhd vs Multiple Defendants (including related parties) affecting the Group's ability to implement strategic plans or turnaround efforts?</p>

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The poster features a background image of a hand holding a magnifying glass over a document with a line graph. The graph shows a blue line with peaks and a red line with a jagged, fluctuating pattern. The overall design is clean and professional, with a light blue and white color scheme.

DISCLOSURE OF INTERESTS

With regard to the companies mentioned, MSWG holds a minimum number of shares in all the companies covered in this newsletter.

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