

INSPIRING **BRAVE AMBITIONS**

COVER RATIONALE

'Inspiring Brave Ambitions' is the remarkable story of Malaysia Airports' journey in 2022, in which we returned to profitability. It speaks of the attitude of an engaged workforce who defied conventional wisdom to reimagine our business through an entrepreneurial lens while leveraging the use of technology. It also tells stakeholders about how we place sustainability concerns alongside business issues in making our decisions and future plans to ensure that we are creating value for the long term.

'Inspiring Brave Ambitions' also reflects the extraordinary determination to maintain and sustain the improvements as air traffic grew following Malaysia's easing of travel restrictions and reopening of international borders to travellers. This is the culmination of the transformative efforts during the pandemic to build a business which is financially strong, lean and efficient, and yet delivers service levels rated among the best globally to benefit our guests who remain at the heart of our business.



Supporting national commitments towards achieving the United Nations (UN) Sustainable Development Goals (SDGs).



 More information on this report

 More information on our website

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- Form of Proxy
- Annual Report Requisition Form

BASIS OF THIS REPORT

INTRODUCTION

This Integrated Report has been prepared with reference to the principles of the International Integrated Reporting Framework (<IR> framework) developed by the International Integrated Reporting Council (IIRC) and the recommendations in the Malaysian Code on Corporate Governance 2021 on integrated reporting.

This report aims to provide our stakeholders with transparent, relevant and integrated information of our business strategy, performance, and future prospects as well as environmental social and governance (ESG) considerations, leading to the creation of stakeholder value over the short, medium and long-term. We are guided by our vision to be 'A Global Airport Group that Champions Connectivity and Sustainability' and are resolute in our brand promise of 'Hosting Joyful Connections'.

Reporting Suite

The Reporting Suite for 2022 is similar to previous years and comprises this Annual Report, Financial Statements and Airport Statistics.

The full report is also available online on our corporate website at www.malaysiaairports.com.my



We have enhanced the integrated reporting in the Annual Report for FY2022 in the Operating Environment and Outlook section to enable stakeholders to understand better how we tackled the challenges of the year, and how we position ourselves for future growth and resilience. In addition, we have merged the Sustainability Report with this Annual Report to form an integrated report to provide stakeholders with a better view of our progress on integrating sustainability considerations in our business.

This report is prepared according to the following regulatory requirements:

- Main Market Listing Requirements of Bursa Malaysia Securities Berhad;
- Malaysian Financial Reporting Standards;
- International Financial Reporting Standards;
- Companies Act 2016;
- Malaysian Code on Corporate Governance 2021;

and with reference to the voluntary standards for sustainability reporting:

- GRI Standards for Sustainability Reporting

The full reporting suite is also available online on our corporate website at www.malaysiaairports.com.my

APPLICABLE REQUIREMENTS AND STANDARDS

SCOPE AND BOUNDARY

VALUE CREATION MODEL

ONLINE VERSION

ENHANCEMENTS

Our value creation model is disclosed on pages 34 to 70. It outlines our focus on value creation which is driven by championing connectivity as a global airport group and sustainability of airport communities that we serve.

BASIS OF THIS REPORT

MATERIALITY

The content of our integrated report is dependent on the principle of materiality, namely we include matters that substantially affect the Group’s ability to create and sustain value over the short, medium and long-term. These matters are identified, prioritised and validated through a materiality assessment process that is described in this report. Our strategic responses to these material matters are presented in pages 44 to 54.

FORWARD LOOKING STATEMENT

This report contains forward looking statements, for example, Malaysia Airports’ future direction, strategies, and potential opportunities for growth. These statements are based on various assumptions and are subject to a number of risks, uncertainties and contingencies, many of which are beyond the control of the Group. Unanticipated events and actual future events may differ materially from current expectations due to new business opportunities, changes in priorities by the Group and other factors.

ASSURANCE

Malaysia Airports obtained independent third-party assurance for the following information:

Content	Assurance	Framework
Annual Financial Statements	Reasonable assurance	<ul style="list-style-type: none"> Companies Act 2016 Malaysian Financial Reporting Standards International Financial Reporting Standards
Statement on Risk Management and Internal Control	Limited assurance	<ul style="list-style-type: none"> Bursa Malaysia Securities Berhad Listing Requirements
Sustainability Review and Indicators	Limited assurance	<ul style="list-style-type: none"> With reference to GRI Standards for Sustainability Reporting

INFORMATION ON EXCLUSIONS

Malaysia Airports’ disclosure appetite guides the limitation of information available in this report. Several requirements of the <IR> Framework have been excluded due to the unavailability of reliable information or specific legal prohibitions.

This report covers our financial and non-financial performance during the period from 1 January 2022 to 31 December 2022. Information presented relates to the principle activities of the Group and all its subsidiaries, unless stated otherwise. Detailed information on investments in which Malaysia Airports has no controlling interest is not included.

NAVIGATION ICONS

Six Capitals

- F** Financial
- M** Manufactured
- I** Intellectual
- H** Human
- S** Social
- N** Natural

Key Stakeholders

- S1** Regulators and Government
- S2** Employees
- S3** Airlines
- S4** Passengers
- S5** Tenants
- S6** Vendors and Service Providers
- S7** Investors
- S8** Local Community
- S9** Media

Material Matters

- M1** Airport Capacity
- M2** Total Airport Experience
- M3** Digitalisation
- M4** Airport Safety and Security
- M5** Economic Performance
- M6** Integrity and Anti-Corruption
- M7** Transportation and Connectivity
- M8** Regulatory Compliance
- M9** Market Presence
- M10** Procurement Practices
- M11** Climate Change
- M12** Employee Engagement and Development
- M13** Diversity
- M14** Human Rights
- M15** Contributions to Local Community
- M16** Cybersecurity
- M17** Energy Efficiency
- M18** Emissions
- M19** Waste and Effluent Management
- M20** Water Management

MALAYSIA AIRPORTS AT A GLANCE

OUR VISION

A Global Airport Group that Champions Connectivity and Sustainability

BRAND PROMISE

Hosting Joyful Connections

Managing a total of **39** airports throughout Malaysia

5 international airports, **17** domestic airports, **17** STOLports

Globally, Malaysia Airports is one of the world's largest airport operator groups, based on the total number of passengers handled

The Group also owns and manages **1** international airport in Istanbul, Türkiye.

DUTY FREE AND NON-DUTIABLE GOODS

Operate duty-free outlets and provide management services for food and beverage outlets at designated airports

▶ RM 16.5 million	Equity Invested
▶ RM 266.6 million	Total Revenue
▶ RM 29.2 million	EBITDA

PROJECT AND REPAIR MAINTENANCE

Offer consultancy, facility management services and maintenance of information and communication technology business ventures and provision of mechanical and electrical engineering

▶ RM 288.9 million	Total Revenue
▶ RM 72.5 million	EBITDA

Number of Retail Outlets

2022 **39**
2021 **42**

Retail Area

2022 **12,826** sqm
2021 **12,822** sqm

Number of Employees

2022 **642**
2021 **835**

Number of Employees

2022 **620**
2021 **677**

Our Malaysia operations comprises five key business activities which are airport services, duty free and non-dutiiable goods, hotel, project and repair maintenance and agriculture and horticulture. For overseas operations, in addition to ownership and management of Istanbul Sabiha Gökçen International Airport (IATA Code: SAW) in Istanbul, Türkiye, we also provide services for operations and maintenance of airports and airport-related services.

Listed on the Main Market of Bursa Securities since November 1999, Malaysia Airports' market capitalisation stood at RM10.9 billion at the end of 2022.

We are a constituent of the FTSE4Good Bursa Malaysia Index and the FTSE4Good Bursa Malaysia Shariah Index. As a signatory to the Aviation Industry Commitment to Action on Climate Change, we strive to create a pathway to carbon neutral growth and a carbon-free future. Malaysia Airports also holds memberships in the Airports Council International (ACI) and the ACI Asia Pacific Regional Environmental Committee.

Post COVID-19 pandemic, Malaysia Airports is well-positioned to benefit from the recovery of the aviation industry through the strong hub advantage of leading low-cost carriers while also leveraging on the connectivity and network of home-based full-service carriers for both its operations in Malaysia and Türkiye.

CORE VALUES

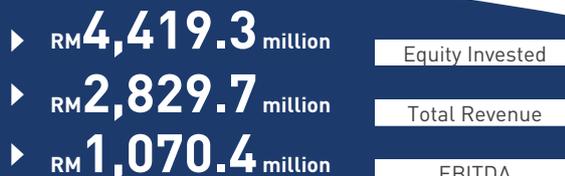
Integrity, Customer-Centricity, Accountability, New Ideas

MALAYSIA AIRPORTS AT A GLANCE

More information on our website www.malaysiaairports.com.my

AIRPORT SERVICES

Manage, operate and maintain airports, and provide airport-related services to ensure that airports operate efficiently, safely and securely with high service levels

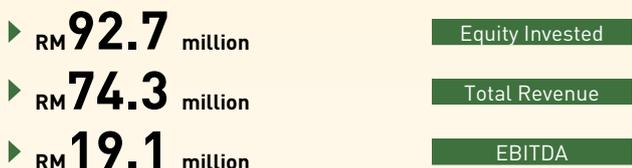


Group Passenger Traffic Movements



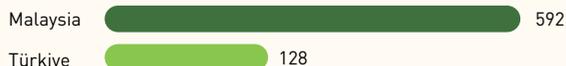
HOTEL

Manage and operate hotels



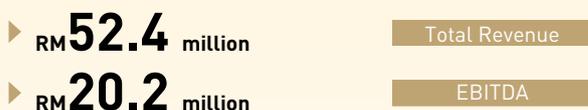
Number of Hotels: **4**
 Number of rooms: **720**

Breakdown of rooms



AGRICULTURE AND HORTICULTURE

Cultivate and manage oil palm and other agricultural products, and undertake horticulture activities, primarily landscaping services and products



Oil Palm Planted Area

2022 **6,247.1** ha

Fresh Fruit Bunches

2022 **41,888.0** MT

Competitive advantage

- Malaysia is located in a strategic location – in the heart of ASEAN, surrounded by high growth markets such as China and India.
- Competitive aeronautical and passenger charges - one of the lowest in the world.
- Well-equipped airports with safety standards certified by global bodies such as ISO, British Standards Institution, and ACI.
- Our flagship, KUL, is ranked No.9 globally for >40 mppa in the 2022 ACI's Airport Service Quality rankings.
- KUL's two terminals have a combined capacity of 75 mppa.
- KUL's three independent runway system facilitates efficient flight operations.
- 100 km² land bank surrounding KUL allows for aviation-related and commercial development.
- SAW's strong hub position within the region, evidenced by its consistent ranking as one of Europe's busiest airports.

OUR APPROACH TO SUSTAINABILITY

Malaysia Airports recognises that to achieve our corporate vision to be a 'A Global Airport Group that Champions Connectivity and Sustainability', we need to do more than just create economic value for shareholders. Rather, there is a need to balance profit-making and operational excellence with conducting our business in a manner that is responsible and sustainable. In the journey to becoming a sustainable business for the long term, our operations must be built on the foundations of good governance while considering environmental and social factors.

OVERVIEW

This section informs stakeholders on how Sustainability works within Malaysia Airports, and summarises the key Environmental, Social and Governance (ESG) achievements and performance highlights. That is followed by a discussion of the materiality process and how the material matters are determined and reviewed. We also outline our engagement with key stakeholders.

ESG GOVERNANCE

Recognising the importance of ESG considerations in creating long-term sustainable value for stakeholders, we constantly work to embed these sustainability factors in the Company's value creation model and value chain.

The Board of Directors provides strategic direction with regards to Malaysia Airports' ESG model through the Company's Sustainability Policy and Framework.

The Senior General Manager, Strategy of Malaysia Airports is responsible for ensuring the ESG model is translated into actionable tangible initiatives by business and support units in line with the Sustainability Policy and Framework.

The incumbent is a member of the Management Executive Committee (EXCO), chaired by the Group's Managing Director, and comprises the top management of Malaysia Airports.

The incumbent also chairs the Group's Sustainability Committee, a management committee which is responsible for highlighting and reporting on sustainability matters to the EXCO, and where relevant, to the Board of Directors.

The Sustainability Unit assists the Senior General Manager, Strategy in the day-to-day running and management of Group-wide sustainability initiatives, engages stakeholders and provides consulting services to them on all sustainability matters.

OUR APPROACH TO SUSTAINABILITY



In addition, Board and management committees also monitor sustainability targets and initiatives, and track the progress towards achieving these targets. These Board and management committees include:

**Environmental
E**

- Engineering Environment Committee

**Social
S**

- Board Nomination and Remuneration Committee

**Governance
G**

- Board Audit Committee
- Board Finance and Investment Committee
- Board Risk Management Committee
- Board Procurement Committee
- Whistleblowing Committee

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY POLICY AND FRAMEWORK

Malaysia Airports has been guided by a Sustainability Policy since 2010. The policy was updated in 2021 to align the Group's business decisions and strategies with ESG considerations and stakeholders' concerns. Additionally, as a government-linked company (GLC), Malaysia Airports supports the Malaysian government's national commitments towards the United Nations (UN) Sustainable Development Goals (SDGs).

The Group has also set out five Sustainability Pillars which underpin its sustainability agenda, namely Practising Sensible Economics, Environmental Consciousness, Creating an Inspiring Workplace, Community-Friendly Organisation and Memorable Airport Experience.

To amplify the Sustainability Policy, a Sustainability Framework has been established, linking the Sustainability Pillars to the Group's material matters and to the SDGs. The Framework also illustrates that the Group's ability to create long term value for its stakeholders is dependent on both business and ESG considerations.



SUSTAINABILITY FRAMEWORK

17 SUSTAINABLE DEVELOPMENT GOALS

20 MATERIAL MATTERS

5 SUSTAINABILITY PILLARS



PILLAR 1

Practising Sensible Economics

Generate sustainable returns from business activities by strengthening and optimising revenue streams.

- Airport Capacity
- Digitalisation
- Economic Performance
- Procurement Practices
- Regulatory Compliance
- Market Presence
- Cybersecurity

PILLAR 2

Environmental Consciousness

Manage and reduce the impact on the environment from business activities.

- Waste and Effluent Management
- Carbon Emission
- Climate Change
- Water Management
- Energy Efficiency

OUR APPROACH TO SUSTAINABILITY

In addition to the Sustainability Policy, the following policies, procedures and guidelines also serve to embed the ESG model in Malaysia Airports' operations and are available on our corporate website:

3

PILLAR

Creating an Inspiring Workplace

Value our employees, provide development opportunities and embed good governance.

- Integrity and Anti-Corruption
- Employee Engagement and Development
- Diversity
- Human Rights

4

PILLAR

Community-Friendly Organisation

Support and strengthen community engagement and efforts to develop programmes to meet the needs of local communities.

- Contributions to Local Community

5

PILLAR

Memorable Airport Experience

Enhance the travel experience of airport guests to support our brand promise of hosting joyful connections.

- Airport Safety and Security
- Total Airport Experience
- Transportation and Connectivity

- Anti-Bribery and Corruption Policy Statement
- Code of Ethics
- Conditions of Use
- COVID-19 Vaccination Policy
- Environmental Management Policy
- Energy Policy
- Fraud Policy
- Gift Policy
- No Smoking Policy
- Occupational Health and Safety Policy
- Policy on Prevention and Eradication of Drug and Alcohol Abuse in the Workplace
- Privacy Notice
- Privacy Notice for Shareholders
- Procurement Manual
- Risk Management Policy Statement
- Sexual Harassment Policy
- Stop-Work Policy
- Terms and Conditions
- Sustainability Policy

KUL Sustainability Charter

The KUL Sustainability Charter was introduced in 2019, creating a leadership role for Malaysia Airports in sustainability matters within the airport community at KUL. The charter reflects new and evolving matters of concern to Malaysia Airports and its stakeholders, both internal and external namely employees, regulators, airline companies, investors, airport tenants, vendors, passengers, the local community and the media.

Through stakeholder consultation, we identified material matters, set goals and identified key initiatives to form the basis of the charter. Each of these are aligned to the Sustainability Pillars and SDGs.

OUR APPROACH TO SUSTAINABILITY



United Nations Sustainable Development Goals

The United Nations had identified 17 SDGs, representing a call for action by all countries to promote prosperity while protecting the planet. Ending poverty must go hand-in-hand with specific goals and strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities while tackling climate change and environmental protection.

Malaysia Airports has aligned its material matters, Sustainability Pillars and the KUL Sustainability Charter with all 17 SDGs.

On-going Initiative to Improve Sustainability Framework

In 2022, Malaysia Airports began an exercise to improve its current Sustainability Framework and address climate change. In this regard, there is a transition in its sustainability reporting as the Group moves towards reporting its performance with regards environmental, social and governance indicators and targets, as opposed to its five Sustainability Pillars previously. Malaysia Airports is also developing a strategy and roadmap towards net zero carbon emissions which will be launched in 2023.

A sustainability review is provided in this report together with data tables on sustainability performance indicators. The Group intends to make available more comprehensive information on sustainability initiatives and progress on its corporate website: www.malaysiaairports.com.my

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY RATINGS

Malaysia Airports' efforts in sustainability receive independent ratings from local and international organisations which score the Group's impact in the environmental, social and governance spheres. These are the latest ratings assigned to Malaysia Airports.



SUSTAINABILITY REPORTING

As Malaysia Airports progresses in integrated reporting, it has taken a decision in 2022 to merge its annual report and sustainability reports. This enables stakeholders to understand the business of the Group in a more comprehensive manner in line with the Group's corporate vision to be 'A Global Airport Group that Champions Connectivity and Sustainability'.

The sustainability reporting in this report has been prepared with reference to the following frameworks:



In addition, the sustainability information contained in this report has been audited by SIRIM QAS International Sdn Bhd, an independent party.

Further information regarding the Group's sustainability efforts and results is available at our corporate website: www.malaysiaairports.com.my

WHERE WE OPERATE





MALAYSIA

- KL International Airport (KUL)
- Kota Kinabalu International Airport (BKI)
- Kuching International Airport (KCH)
- Langkawi International Airport (LGK)
- Penang International Airport (PEN)

TÜRKIYE

- Istanbul Sabiha Gökçen International Airport (SAW)

INDIA

- Rajiv Gandhi International Airport (HYD)



- Melaka Airport (MKZ)
- Sultan Abdul Aziz Shah Airport, Subang (SZB)
- Sultan Abdul Halim Airport, Alor Setar (AOR)
- Sultan Ahmad Shah Airport, Kuantan (KUA)
- Sultan Azlan Shah Airport, Ipoh (IPH)
- Sultan Ismail Petra Airport, Kota Bharu (KBR)
- Sultan Mahmud Airport, Kuala Terengganu (TGG)
- Bintulu Airport (BTU)
- Limbang Airport (LMN)
- Miri Airport (MYY)
- Mukah (MKM)
- Mulu Airport (MZV)
- Sibul Airport (SBW)
- Labuan Airport (LBU)
- Lahad Datu Airport (LDU)
- Sandakan Airport (SDK)
- Tawau Airport (TWU)



- Pulau Pangkor (PKG)
- Pulau Redang (RDN)
- Pulau Tioman (TOD)
- Bakelatan (BKM)
- Bario (BBN)
- Belaga (BLG)
- Kapit (KPI)
- Lawas (LWY)
- Long Akah (LKH)
- Long Banga (LBP)
- Long Lellang (LGL)
- Long Semado (LSM)
- Long Seridan (ODN)
- Marudi (MUR)
- Kudat (KUD)
- Long Pasia (GSA)
- Semporna (SMM)



- KL International Airport (KUL)
- Kota Kinabalu International Airport (BKI)
- Kuching International Airport (KCH)
- Langkawi International Airport (LGK)
- Penang International Airport (PEN)



- KL International Airport (KUL)
- Bintulu Airport (BTU)
- Miri Airport (MYY)
- Sibul Airport (SBW)



- Four locations in and around KUL and SAW:
- KLIA Terminal 1 landside
 - KLIA Terminal 1 airside
 - KLIA Terminal 2 airside
 - SAW landside



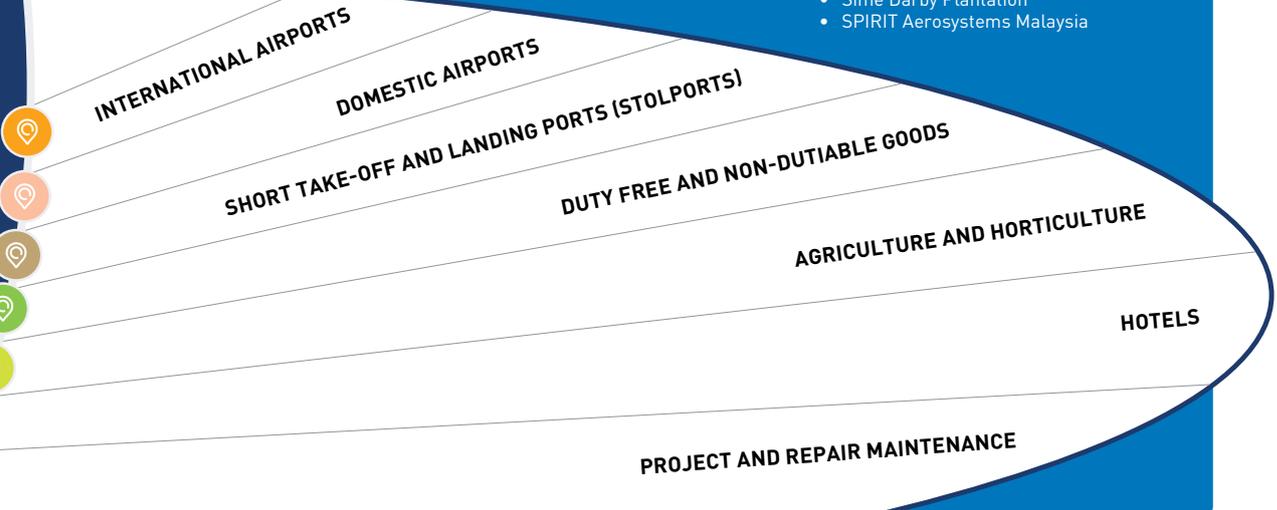
Airports

- KL International Airport (KUL)
- Langkawi International Airport (LGK)
- Penang International Airport (PEN)
- Sultan Abdul Aziz Shah Airport, Subang (SZB)
- Hamad International Airport (DOH)

Buildings

- Airbus Helicopters Malaysia
- Bank Negara Malaysia
- Cainiao Aeropolis eWTP Hub
- Malaysia Airports Corporate Office

- Malaysian Research Accelerator for Technology & Innovation (MRANTI)
- Maxis Tower
- Mitsui Outlet Park KLIA
- Persada PLUS
- Petronas Precinct Buildings
 - KLCC Twin Towers
 - KLCC Tower 3
 - KLCC common estate & common facilities
 - Masjid As-Syakirin KLCC
 - Menara ExxonMobil
 - Menara Permata Sapura
 - Petronas Digital Collaboration Center
- Sime Darby Plantation
- SPIRIT Aerosystems Malaysia



CORPORATE INFORMATION

BOARD OF DIRECTORS

Tan Sri Datuk Zainun Ali
(Chairman)
(Non-Independent Non-Executive)

Dato' Iskandar Mizal Mahmood
(Managing Director)
(Non-Independent Executive)

Datuk Johan Mahmood Merican
(Non-Independent Non-Executive)

Dato' Normah Osman
(Non-Independent Non-Executive)

Wong Shu Hsien
(Non-Independent Non-Executive)

Rohaya Mohammad Yusof
(Non-Independent Non-Executive)

Datuk Azailiza Mohd Ahad
(Senior Independent Non-Executive)

Tan Sri Mohamad Salim Fateh Din
(Independent Non-Executive)

Dato' Ir. Mohamad Husin
(Independent Non-Executive)

Ramanathan Sathiamutty
(Independent Non-Executive)

Cheryl Khor Hui Peng
(Independent Non-Executive)

BOARD AUDIT COMMITTEE

Cheryl Khor Hui Peng
(Chairman)
(Independent Non-Executive)

Wong Shu Hsien
(Non-Independent Non-Executive)

Datuk Azailiza Mohd Ahad
(Senior Independent Non-Executive)

Dato' Ir. Mohamad Husin
(Independent Non-Executive)

BOARD NOMINATION AND REMUNERATION COMMITTEE

Datuk Azailiza Mohd Ahad
(Chairman)
(Senior Independent Non-Executive)

Wong Shu Hsien
(Non-Independent Non-Executive)

Ramanathan Sathiamutty
(Independent Non-Executive)

BOARD FINANCE AND INVESTMENT COMMITTEE

Tan Sri Mohamad Salim Fateh Din
(Chairman)
(Independent Non-Executive)

Wong Shu Hsien
(Non-Independent Non-Executive)

Rohaya Mohammad Yusof
(Non-Independent Non-Executive)

Datuk Azailiza Mohd Ahad
(Senior Independent Non-Executive)

BOARD PROCUREMENT COMMITTEE

Dato' Ir. Mohamad Husin
(Chairman)
(Independent Non-Executive)

Datuk Johan Mahmood Merican
(Non-Independent Non-Executive)

Dato' Normah Osman
(Non-Independent Non-Executive)

Tan Sri Mohamad Salim Fateh Din
(Independent Non-Executive)

Ramanathan Sathiamutty
(Independent Non-Executive)

BOARD RISK MANAGEMENT COMMITTEE

Ramanathan Sathiamutty
(Chairman)
(Independent Non-Executive)

Dato' Normah Osman
(Non-Independent Non-Executive)

Rohaya Mohammad Yusof
(Non-Independent Non-Executive)

Dato' Ir. Mohamad Husin
(Independent Non-Executive)

Cheryl Khor Hui Peng
(Independent Non-Executive)

COMPANY SECRETARY

Zawardi Salleh
SSM Practising Certificate No.
202008003088
MAICSA 7026210

GROUP FINANCE

Mohamed Rastam Shahrom
Group Chief Financial Officer

REGISTERED OFFICE

Malaysia Airports Corporate Office
Persiaran Korporat KLIA
64000 KLIA, Sepang
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Fax : +603-8777 7512
E-mail : zawardi@malaysiaairports.com.my

WEBSITE

www.malaysiaairports.com.my

SHARE REGISTRAR

Securities Services (Holdings) Sdn Bhd
Level 7, Menara Milenium
Jalan Damantela
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur
Tel : 603-2084 9000
Fax : 603-2094 9940/2095 0292

AUDITORS

Messrs. Ernst & Young PLT
Level 23A, Menara Milenium
Jalan Damantela
Pusat Bandar Damansara
50490 Kuala Lumpur
Tel : 603-7495 8000
Fax : 603-2095 9076/78

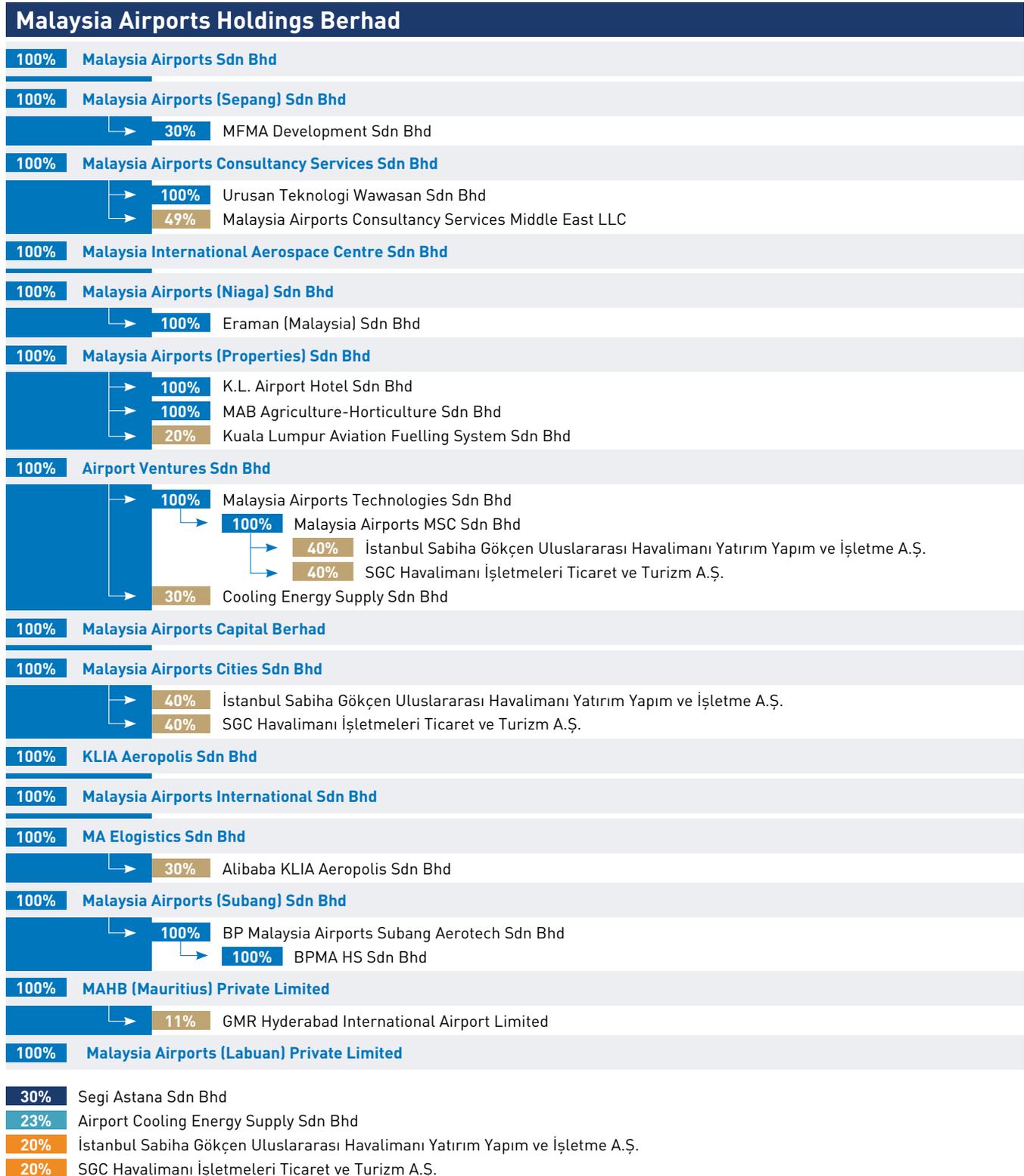
PRINCIPAL BANKERS

Malayan Banking Berhad
HSBC Bank Malaysia Berhad
RHB Bank Berhad

STOCK EXCHANGE LISTING

Listed on Main Market of
Bursa Malaysia Securities Berhad
Listing Date : 30 November 1999
Stock Name : AIRPORT
Stock Code : 5014
Stock Sector : Transportation & Logistics

CORPORATE STRUCTURE



CHAIRMAN'S STATEMENT

TAN SRI DATUK ZAINUN ALI

Chairman

THIS WAS A YEAR OF INSPIRING BRAVE AMBITIONS AT MALAYSIA AIRPORTS.

Fortified by a solid foundation from progressive improvements over the past two years, our people rose to the challenge and returned the Group to profitability in 2022.

The year presented Malaysia Airports with both challenges and opportunities as globally, the world transitioned to a new normal, and entered a phase of endemicity with regards to COVID-19.

Group-wide passenger movements reached

83.9 million

an increase of

132.4%

compared to 2021.



CHAIRMAN'S STATEMENT

WE SAW CHALLENGES AND OPPORTUNITIES

In terms of challenges, global economic growth had moderated to 3.4% in 2022 compared to 6.2% in 2021 according to estimates by the International Monetary Fund (IMF). Across the world, inflation was a matter of grave concern. Prices had risen sharply as the flow of goods and services faced interruptions due to pandemic-related lockdowns and supply chain disruptions, which were further compounded by the Russia-Ukraine conflict. Monetary policy measures to manage inflation which include interest rate hikes had dampened growth.

Despite the dampened global economic conditions, the Malaysian economy was resilient, growing by 8.7% in 2022 compared to 3.1% in 2021, according to Bank Negara Malaysia. One of the key drivers of economic growth in Malaysia was the gradual recovery in tourism activities. In Türkiye, the economy is estimated to have grown by 5.6% in 2022.

There was evidence of strong pent up demand globally for air travel with the further reopening of international borders and relaxation of travel restrictions in 2022. Malaysia's borders reopened in April 2022 to international travellers, in line with other countries in Southeast Asia. When pandemic travel restrictions were rolled back, public health measures that were in place and a relatively benign COVID-19 situation helped bolster public confidence in air travel.

Passenger traffic in Malaysia performed better than the regional average and reached 50.0% of 2019 levels in 2022 following the reopening of its borders. Air traffic continued to climb throughout the rest of the year following further relaxation of quarantine and other restrictions in May and the dropping of remaining travel restrictions in August which effectively restored pre-pandemic ease of travel. In the case of Türkiye, the country had removed pandemic travel restrictions earlier in line with the rest of Europe, and in 2022, air travel had returned to 86.7% of 2019's levels.



CHAIRMAN'S STATEMENT

We were well prepared

Since 2020, Malaysia Airports had been systematically transforming itself to address the downturn in air travel. The Group had progressed on many fronts to become nimble and agile in navigating future challenges and in seizing new growth opportunities.

From cost containment measures initiated to ride out the pandemic, we had successfully rebased our core costs comprising largely staff, utilities and maintenance costs, to a lower baseline. By thinking out of the box to reconfigure our facilities, passenger flow and work processes, this had resulted in a Group-wide workflow transformation programme which increased productivity and efficiency, enabling the Group to achieve more while using less resources. From our people adopting a more entrepreneurial mindset, there has been a distinct pivot towards a propensity to generate revenue across business units.

In working closely with airline partners throughout the pandemic to focus on international routes, the Group was able to recover a sizeable part of its network connectivity in terms of airlines and routes. For the Group's non-aeronautical business, our strategy of assisting commercial tenants and streamlining tender and leasing processes while adopting a multi-channel approach enabled commercial revenues to grow quickly. Our efforts to realign Eraman, our travel retail arm, streamline its operations and staffing as well as reach customers outside of the airports saw its strategy working.

Service quality at our airports also came under the Group's scrutiny. We had embarked on a multi-year project to refurbish its washrooms at KL International Airport (IATA Code: KUL) and completed the refurbishment work in early 2022. This would assist in maintaining the perfect 5.00 scores that KUL and Langkawi International Airport (IATA Code: LGK) had achieved in the Airports Council International's (ACI) Airport Service Quality Awards in 2021 which had placed both airports at #1 position among their global peers within their size categories.

Over at Istanbul Sabiha Gökçen International Airport (IATA Code: SAW) in Türkiye, airlines operating at the airport had seen the potential of the airport to cater to larger numbers of international passengers. As such, the airlines had switched to larger aircraft and converted their slots to operate more



international routes from SAW. The Group converted eight domestic gates to international gates and expanded its commercial spaces around these new gates to seize the opportunity to increase revenue.

The appointment of Dufry, the leading global travel retailer, in 2020 as the operator of duty free and retail stores at SAW had also seen its non-aeronautical revenues growing. In addition, the opening of the Pendik metro station directly beneath the terminal building at SAW in October providing a convenient metro link between the airport and downtown Istanbul was another game changer.

Over and above the visible improvements, was the united and engaged workforce at Malaysia Airports. During the pandemic, the Group had maintained a policy of zero retrenchments and zero pay cuts despite facing financial pressures. The Group invested in retraining and redeploying staff as needed to fill vacancies internally. As such we entered 2022 with a full complement of high-spirited employees who were ready for action, eagerly anticipating the reopening of Malaysia's borders.

In short, Malaysia Airports was well prepared. We were inspiring brave ambitions, ready to navigate the challenges of 2022 and seize the opportunities that the year presented.

CHAIRMAN'S STATEMENT

We delivered results

The results for 2022 were outstanding. From a financial standpoint, Malaysia Airports returned to profitability, registering a profit before tax of RM184.6 million compared to a loss before tax in 2021 of RM1,040.9 million. Revenues had risen by 86.9% year-on-year (YoY) to RM3,127.0 million while a reduction in utilisation fees and better share of results from joint ventures and associates also contributed to the Group's return to the black.

Operations in Türkiye registered a breakthrough achievement, returning a profit before tax of EUR136.7 million, to make 2022 the Group's first profitable year for Türkiye operations, since the pandemic. For operations in Malaysia, loss before tax had narrowed to RM263.2 million, a significant improvement of 66.1% YoY.

The Group's network of airports saw passenger movements increase by more than two-fold with 83.9 million passenger movements in 2022, which was 59.4% of the Group's record-setting level in 2019. While Group-wide domestic passenger movements reached 70.1% of 2019 levels, international passenger movements stood at 47.8% of pre-pandemic levels. Notably, international passenger traffic at SAW had surged past its pre-pandemic volumes, recording growth of 10.4% over and above 2019's figures.

The cost and operational efficiencies that the Group had achieved and sustained from initiatives implemented in the previous two years coupled with fresh initiatives to improve processes and workflows also contributed to the bottom line. Therefore in 2022, although revenues grew by 86.9% YoY, the Group's Core Costs grew by only 15%, a testament to the sustainability of the Group-wide efforts. This resulted in Core Cost per Passenger reducing by 50.5% YoY on the back of operational efficiencies and a larger passenger base.

In addition, from the Group-wide workflow transformation, Malaysia Airports gained RM90.4 million in cost avoidance, streamlined 573 jobs and reduced process time by 2,740 hours.

The Group's non-aeronautical revenues increased by 80.5% YoY to RM1,206.5 million, largely due to better contribution of commercial revenue from operations both in Malaysia and Türkiye.

Although non-aeronautical revenues grew as passenger traffic recovered, we also laid the groundwork to secure premium brands and first-to-market opportunities at the airports.

Sale of duty free and non-dutiable goods in Malaysia through the Group's retail arm, Eraman, had traditionally correlated closely with the level of international passengers. However, in 2022, Eraman's sales per ticket bucked the trend and improved in 2022 to RM280 compared to RM233 in 2019, despite lower passenger numbers in 2022. This was achieved on the back of workflow improvements in floor management capabilities and cost efficiencies from redeployment of staff to retail and F&B outlets to match demand.

In our operations in Türkiye, duty free rental income grew 82.5% YoY to EUR62.6 million, an all-time high. The increase in international passengers in 2022 by 75.1% combined with the efforts of our duty free partner, Dufry, which capitalised on the growth in international passengers through numerous campaigns including cross sales promotions among different F&B outlets, retailers and duty free shops.

In appreciation of the continued trust and support of our shareholders, I am pleased to inform shareholders that the Board has approved a final dividend of 3.91 sen per ordinary share in respect of FY2022.

Malaysia Airports returned to profitability, registering a profit before tax of

RM 184.6 million

compared to a loss before tax in 2021 of RM1,040.9 million

Revenues had risen by

86.9 %

year-on-year to

RM 3,127.0 million

CHAIRMAN'S STATEMENT



We remained true to our values

Our brave ambitions and courageous spirit is backed by the Group's solid track record of governance, reliability and delivering on promises.

In terms of governance, the Board of Directors steered Malaysia Airports through the challenges and opportunities in the year, and worked in tandem with Management. The Board scrutinised proposals from Management thoroughly and deliberated them with all board members freely voicing their opinions and concerns. In this regard, the Board and Board Committees held a total of 46 meetings in 2022. Stakeholders can be assured that the Board is committed in upholding corporate governance principles and a culture of integrity while the Group dealt with the challenges and opportunities associated with the sharp rise in air travel.

We continued to make progress in upholding integrity and implementing anti-corruption measures. On the rollout of the ISO 37001: 2016 Anti-Bribery Management Systems (ABMS) in 2022, three subsidiaries – Malaysia Airports (Niaga) Sdn Bhd, Urusan Teknologi Wawasan Sdn Bhd and K.L. Airport Hotel Sdn Bhd – completed their ABMS manuals and implementation assessments as steps towards formal ABMS certification. Preparation began for next batch of subsidiaries, namely Malaysia Airports Sdn Bhd and MAB Agriculture-Horticulture Sdn Bhd, in drafting their ABMS manuals and documentation. The companies which had already been successfully certified, Malaysia Airports Holdings Berhad and Malaysia Airports (Sepang) Sdn Bhd, were audited and recommended for ABMS recertification indicating their continued fulfilment of the requirements of the ABMS standards.

Additionally, the Group completed the mandatory review of its corporate Anti-Bribery and Corruption Policy Statement to ensure compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and the ISO 37001: 2016 Anti-Bribery Management Systems.

The Group also communicated extensively with stakeholders, in particular, members of the public given their eagerness to travel in 2022. We communicated extensively with the public and 3,614,588 followers on social media through mainstream media and our social media platforms. The Group issued a total of 48 news releases in 2022 and 3,214 social media posts focusing on topics of interest to the general public such as the reopening of Malaysia's borders, travel requirements, introduction of new airlines and flight routes, improved airport ranking, and the initiation of the Aerotrain Replacement Programme.

We were pleased that our transformation efforts and solid track record were also recognised by stakeholders. Malaysia Airports' credit ratings by RAM Holdings Berhad and Moody's were reaffirmed at AAA and A3 respectively. Moody's also upgraded its outlook on Malaysia Airports to 'Stable' in August 2022, from 'Negative' previously.

▶ Malaysia Airports' credit ratings were reaffirmed in 2022.

RAM Holdings Berhad
AAA

Moody's
A3 (Stable)

CHAIRMAN'S STATEMENT

In ACI's Airport Service Quality Awards for 2022, KUL had scored 4.99 out of a possible 5.00, while LGK achieved a perfect 5.00 in this year's survey. This placed KUL #9 among global airports of over 40 million passengers per annum (mppa) while LGK was ranked #1 in the 2-5 mppa category. In addition, KUL received awards in all four new categories of the Airport Service Quality Awards, placing it among the top 5% of performers globally in these service quality areas – Airport with the Most Dedicated Staff, Easiest Airport Journey, Most Enjoyable Airport and Cleanest Airport.

In the area of corporate responsibility, our community engagement efforts were recognised with the award for the 'Company of The Year (Aviation & Airport Management) for Excellence in CSR Initiatives' at the Sustainability & CSR

Malaysia Awards 2022. This achievement is testament to Malaysia Airports' effort in transforming the nation's socio-economic landscape through various corporate responsibility initiatives such as the Butterfly Effect programme, #MYAirportCARES Food Aid and Flood Aid, as well as many other programmes that uplift the communities in the areas in which we operate.

In addition, ACI through its Airport Carbon Accreditation programme, had in 2022, renewed Malaysia Airports' Level 3 certification for KUL, following their independent assessment under the global carbon management certification programme for airports. This is an acknowledgement of our efforts in transitioning towards a sustainable, low-carbon future.



We are ready for more

Amidst inspiring brave ambitions, catalysts for future growth had also emerged. Chief among these was the approval in-principle from the Government of Malaysia through a cabinet decision on the material terms of the Operating Agreements for Malaysia Airports to operate, manage, maintain and develop 39 airports and STOLports until 2069. We thank the Government of Malaysia for its continued confidence in the Group's capabilities and experience in managing and operating airports and entrusting us with the management of the nation's gateways.

In November 2022, Malaysia Airports was granted a 99-year lease over 8,537 acres of land in the immediate vicinity of KUL (KLIA Aeropolis Lands) by the Government of Malaysia (GoM). The investor-friendly terms of the lease will strengthen Malaysia Airports' ability to accelerate off-terminal opportunities around KUL and generate long term economic value for the nation.

CHAIRMAN'S STATEMENT

In addition, in February 2023, Malaysia Airports received approval-in-principle for its Subang Airport Regeneration Plan from the Malaysian Cabinet. The regeneration plan positions Sultan Abdul Aziz Shah Airport or Subang Airport as a leading City Airport and Business Aviation Hub in Asia Pacific. The regeneration plan which is centred on three segments – Aerospace Ecosystem, Business Aviation and City Airport – will transform Subang Airport into an integrated mixed development comprising a smart city airport and terminal-linked commercial and high value aerospace industries. This presents a stronger value proposition to foreign aerospace and business aviation operators for establishing their regional operations hub at Subang Airport.

The construction of the second runway at SAW is scheduled to complete in 2023, and the Group looks forward to the expansion of SAW's capacity with new runway going into operations. In this regard, Malaysia Airports would like to thank the Government of Türkiye for undertaking the construction of the new runway. Further, Malaysia Airports would also like to thank the Government of Türkiye for reducing the deferred utilisation fee for the SAW concession for FY2020 by EUR 116.7 million, in recognising the pandemic as a *force majeure* event.



CHAIRMAN'S STATEMENT

OUTLOOK

Looking ahead, there are uncertainties ahead in the global economy as inflation and geopolitical conflict are likely to dampen growth.

However, with China's reopening at the beginning of 2023, there is potential for more rapid growth. The IMF is projecting the global economy to moderate to 2.8% in 2023 as interest rates remain high to fight inflation and the conflict in Ukraine continues to weigh on economic activity.

Bank Negara Malaysia (BNM) expects Malaysia's economy to grow between 4.0% and 5.0% in 2023 amid a challenging external environment but there is potential for higher tourism activity to cushion the slowdown in growth. Türkiye's economic growth is expected to moderate to 2.7% in 2023 as weak external demand and persistent geopolitical uncertainties are expected to weigh the economy.

The International Air Travel Association (IATA) expects the global demand for air travel to reach 85.5% of 2019 levels in 2023, with air travel in Asia Pacific rising to 70.8% of 2019 levels, driven by the easing of travel restrictions and pent-up demand as well as the reopening of China's borders. IATA maintains its forecast for overall demand for air travel to return to pre-pandemic levels by 2024.

In this regard, Malaysia Airports will continue to position itself to sustain its lower cost base and improved efficiencies while seeking opportunities to spur growth and increase revenues.

Thank you

I would like to extend a warm welcome to our newest Board members, Datuk Johan Mahmood Merican who joined the Board on 29 June 2022, as well as Tan Sri Mohamad Salim Fateh Din and Madam Cheryl Khor Hui Peng who joined the Board on 25 July 2022. I would like to note here that with its current composition, the Board comprises a majority of women directors, making Malaysia Airports one of the companies in Malaysia with the highest number of women on the Board.

The Board would also like to thank our former Chairman, YB Senator Dato' Seri Diraja Dr. Zambry Abd Kadir and our former members, Datuk Seri Yam Kong Choy, Datuk Zalekha Hassan and Encik Rosli Abdullah who resigned in 2022. On behalf of the Board, I would like to record our appreciation for their contribution towards the Group. The Board, Management and employees of Malaysia Airports would also like to extend our heartiest congratulations to YB Senator Dato' Seri Diraja Dr. Zambry on his appointment as the Minister of Foreign Affairs of Malaysia.

In addition, the Board wishes to thank our employees who served the Group with dedication and commitment throughout the year. We acknowledge their many sacrifices in the course of discharging their duties and are grateful for their unwavering support.

We also express our sincere appreciation to the shareholders and all other stakeholders, namely our regulators, the various ministries, government agencies, airline partners, retail partners, vendors and other business partners, for their support and contribution in navigating the challenges and opportunities of 2022.

We look forward to 2023, and have started the year with renewed confidence in our ability to create value for stakeholders. We are ready to seize the new opportunities for growth and development while ensuring that our hard fought successes in transforming the Group will be sustained for a brighter future ahead. As custodians of the nation's gateways, we will continue to strive to create long term value for stakeholders as we develop and build a sustainable business for the future.

TAN SRI DATUK ZAINUN ALI
Chairman

MANAGING DIRECTOR'S MESSAGE

**DATO' ISKANDAR MIZAL
MAHMOOD**
Managing Director

**2022 WAS A TURNING POINT
FOR MALAYSIA AIRPORTS,
MARKING OUR RETURN TO
PROFITABILITY.**

Our operations in Türkiye registered its first profitable year, while the Group demonstrated the outstanding results of efforts to contain core costs and to drive the propensity to generate revenue across its operations.



MANAGING DIRECTOR'S MESSAGE

OVERVIEW

Malaysia Airports began 2022 with eager optimism. The travel industry was eagerly anticipating the return to pre-pandemic ease of travel for Malaysia after more than two years of pandemic restrictions.

At Malaysia Airports, we were ready to put the pedal to the metal, having already put in place the building blocks for the propensity to generate revenue. During the pandemic, we had taken bold action to rethink and future-proof our business. As a result of that, by 2022, Malaysia Airports had emerged from the transformation as a leaner and more efficient entity, with an entrepreneurial mindset, financially strong and a workforce that was intact, engaged and primed for action.

In other words, we were **inspiring brave ambitions** through our strategy so that we can capture opportunities from the improving operating environment, leverage on the foundations we had put in place and make a concerted push to return to profitability. To achieve our goal, we needed to consolidate a strong platform for the propensity for revenue generation on one hand, and on the other hand, sustain and operationalise the lessons and productivity gains from the pandemic.

My colleagues and I are therefore proud that Malaysia Airports registered a profit before tax of RM184.6 million compared to a loss before tax in 2021 of RM1,040.9 million. This was driven by higher revenue of RM3,127.0 million which was 86.9% higher year-on-year (YoY), reduction in utilisation fees and better share of results from joint ventures and associates.

Loss before tax from operations in Malaysia narrowed to RM263.2 compared to a loss before tax of RM777.5 million in 2021, an improvement of 66.1% YoY. Our return to profitability also saw a breakthrough achievement from operations in Türkiye which returned a profit before tax of EUR136.7 million, its first profitable year.

I am pleased to share with Malaysia Airports' stakeholders the highlights of this momentous year, the achievements together with the challenges that we overcame, and how we see the journey ahead.

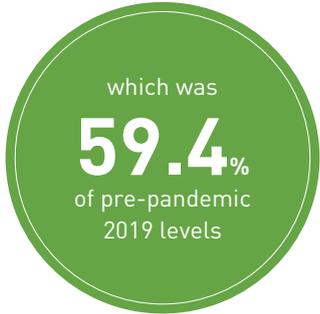
Malaysia Airports' Board of Directors had also approved the payment of a single-tier final dividend of 3.91 sen per ordinary share for FY2022, marking our first dividend payment since FY2019.



THE JOURNEY TOWARDS PROFITABILITY

Aeronautical recovery drove higher revenues

Our network of airports recorded a significant increase in passenger movements by more than two-fold with 83.9 million passenger movements in 2022, which was 59.4% of pre-pandemic 2019 levels. Passenger traffic had grown steadily in the year with December recording the highest passenger movements since February 2020 with 9.5 million passengers, which was 74.1% of 2019 levels. While Group-wide domestic passenger movements reached 70.1% of 2019 levels, international passenger movements stood at 47.8% of pre-pandemic levels. Notably however, international passenger traffic surged higher at Istanbul Sabiha Gökçen International Airport in Türkiye to surpass pre-pandemic numbers, recording growth of 10.4% over 2019's figures.



MANAGING DIRECTOR'S MESSAGE

Driving network connectivity and international routes

Malaysia reopened its international borders in April to international travellers with testing requirements in place, and in the following month, relaxed travel requirements for fully vaccinated travellers, before dropping the remaining travel restrictions in August.

In anticipation of the reopening Malaysia's borders, the Group had accelerated efforts to restore pre-pandemic network connectivity. Focusing primarily on returning current airlines, we established partnerships with strategic airlines to accelerate their operational plans and extended the Network Reconnecting Programme for airlines which had yet to resume operations into our network of airports. The focus remained on markets such as ASEAN, India, the Middle East, Europe and North Asia as China, which was one of our main markets pre-pandemic, remained largely closed for international travel for most of 2022.

As a result, a total of 17 airlines had resumed operations into Malaysia as at end-2022, serving 32 cities around the globe. This includes new foreign services by three airlines – Lanmei Airlines, Kuwait Airways and Spring Airlines. In addition, two new local carriers were launched in the year – SKS Airways and MYAirline. By end-2022, there were 59 airlines operating to 84 international and 35 domestic destinations at all airports managed by Malaysia Airports in Malaysia, compared to 48 airlines to 51 internationals and 32 domestic destinations in 2021.

At SAW, two new airlines – Iraqi Airways and Air Arabia Abu Dhabi – began operations in 2022 while four new international destinations were added to SAW's connections. In addition, the airport's major

airline partners – Pegasus and Anadolu Jet – are utilising bigger A321Neo aircraft with an additional 20% capacity and are utilising their existing landing slots for international routes. The airport is well connected to 110 international and 39 domestic destinations and served by 44 airlines.

Greater cost and operational efficiency

While the recovery of the aeronautical business was a key driver for Malaysia Airports' return to profitability, the unsung heroes were the enhanced cost and operational efficiencies that the Group had achieved. Therefore as revenues grew, the Group continued to sustain significant cost efficiencies from initiatives implemented in the previous financial year together with fresh initiatives to improve processes and workflows. Together with improving revenues, this sped up the Group's recovery in 2022.

First, Malaysia Airports continued to sustain cost efficiencies from prior initiatives. For example, the joint venture with TNB Engineering Corporation Sdn Bhd has enabled the Group to reduce its cooling costs by 37.8% YoY, with chilled water costs reducing by RM36.3 million to RM59.8 million in 2022 from RM96.1 million in 2021. This reduces the per unit cost (RM/kwhR) for chilled water by almost half to RM0.190 in 2022 from RM0.375 in 2021, a 49.3% savings.



The joint venture with TNB Engineering Corporation Sdn Bhd has enabled the Group to reduce its cooling costs by

37.8 % YoY

Chilled water costs reduced by

RM 36.3 million

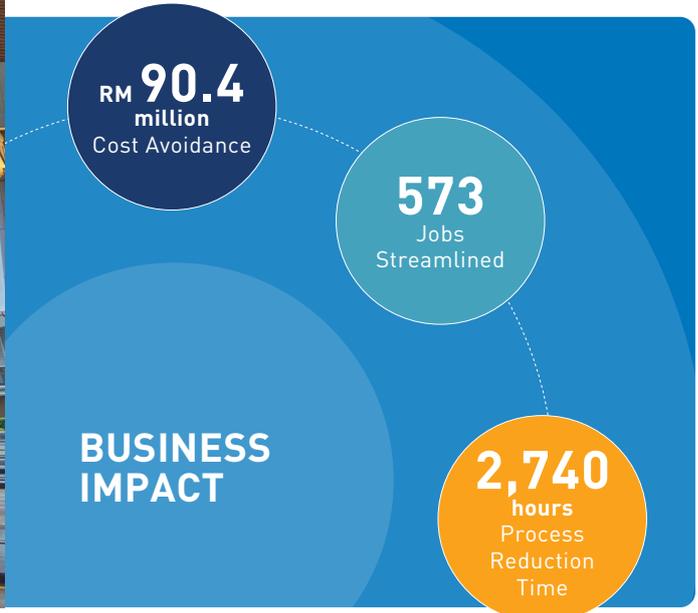
to RM59.8 million in 2022 from RM96.1 million in 2021

MANAGING DIRECTOR'S MESSAGE

Secondly, as business volume grew throughout the year, we shifted our focus from cost containment to achieving cost efficiency through effective management of the Group's assets and workforce. For example, our Engineering team focused on preventive maintenance of equipment and assets in the terminals such as lifts, elevators and people movers to minimise cost as usage rose. The Group used the analytic tools which had been developed to ensure that there was no slack in scheduling our workforce, enabling the reorganisation of our people on the ground to constantly match resource demands through the day.

Thirdly, to enhance efficiency, in 2022, Malaysia Airports initiated a review and reengineering of workflow and processes, thinking outside the box to shorten and simplify our operations while maintaining a high level of governance. In particular, our people reviewed workflows to eliminate non-value added activities such as redundant steps, over-production and extra processing so that the Group can benefit from greater efficiency, productivity and quality.

Through this initiative, Malaysia Airports succeeded in operationalising cost containment, transforming the pandemic measure into a part of the Group's DNA. As a result, Group-wide, we gained RM90.4 million in cost avoidance, streamlined 573 jobs and reduced process time by 2,740 hours.



MANAGING DIRECTOR'S MESSAGE

For example, by eliminating bottlenecks, the tender process for commercial tenants was shortened from six months to approximately 10 weeks, enabling the Group to acquire tenants more efficiently. This has enabled us to speed up the implementation of the on-going Commercial Reset at the airports. At our retail arm, Eraman, we flattened the organisation structure and streamlined the retail floor management process to halve the number of departments, enabling 30% of staff to be redeployed to other areas of operations.

The combined efforts to contain costs and improve efficiency have improved the Group's profitability. In 2022, although revenues grew by 86.9% YoY, Group Core Cost grew by 15%, a testament to the Group-wide efforts. This resulted in Core Cost per Passenger reducing by 50.5% YoY on the back of operational efficiencies and a larger passenger base.

We branded the biometric facial recognition system at KUL as 'EZPaz' and rolled out the solution for Malaysia Airlines' and AirAsia's domestic flights. The system enhances airport security with the use of biometric data and delivers an enhanced seamless experience for passengers as they only need to show their documents once at check-in.

Leveraging on digitalisation

Our digitalisation initiative, Airports 4.0, has enabled Malaysia Airports to leverage the use of technology to rethink and redesign our operations to improve operational efficiency and productivity as well as to strengthen core infrastructure. Digital solutions which enhance the aeronautical business were rolled out to improve efficiency, security and the airport experience, which are building blocks of our aeronautical business.



MANAGING DIRECTOR'S MESSAGE

Among the highlights of the year was EZPaz. We branded the biometric facial recognition system at KUL as 'EZPaz' and rolled out the solution for Malaysia Airlines' and AirAsia's domestic flights. The system enhances airport security with the use of biometric data and delivers an enhanced seamless experience for passengers as they only need to show their documents once at check-in. Subsequently the system's biometric facial recognition capability will identify passengers, eliminating the need for the traditional boarding pass and identification documents at airport checkpoints.

The MYairports mobile app was further enhanced and relaunched. It offers a convenient method for passengers to access a comprehensive range of information and features that assist passengers on their journey through KUL. This includes the EZPaz, the Butterfly Effect for persons with hidden disabilities, flight information and tracking, wayfinding, special assistance information and one-click access to the shopMYairports shopping site.

The Group also kicked off several multi-year digitalisation projects. The Airport Collaborative Decision Making project kicked off with the signing of a Memorandum of Understanding by Malaysia Airports and key stakeholders, namely CAAM, airlines and ground handling companies. The project will enable national aviation players to access and share real time data, and collaborate to improve operational efficiency and process flow at KUL. Other projects include Self Service Bag Drop and the Airport Integrated Security and Safety System which are slated to complete in 2023 and 2024 respectively.

Non-aeronautical revenue boosted

The non-aeronautical segment revenue increased by 80.5% YoY to RM1,206.5 million, largely due to better contribution of commercial revenue from operations both in Malaysia and Türkiye.

For operations in Malaysia, revenue grew from commercial spaces as passenger traffic recovered. In addition, we put in place early groundwork to secure premium brands and first-to-market opportunities at the airports such as Jamie Oliver and Taco Bell, which opened their outlets in January 2023.

Sale of duty free and non-dutiable goods in Malaysia through the Group's retail arm, Eraman, has traditionally correlated closely with the level of international passengers. However, in 2022, the business recovered rapidly with the passenger spending rate by end-2022 outstripping the recovery rate of international passengers, and higher than pre-pandemic levels. Eraman's sales per ticket improved in 2022 to RM280 compared to RM233 in 2019, despite lower passenger numbers in 2022.

This was also achieved on the back of workflow improvements in floor management capabilities and redeployment of staff to retail and F&B outlets to match demand. In addition, Eraman worked closely with partners to ensure that products were restocked promptly while managing increased freight costs to overcome supply chain issues as passengers looked to release pent-up demand for travel retail products.

In our operations in Türkiye, duty free rental income grew 82.5% YoY to EUR62.6 million, an all time high. This was mainly driven by the increase in international passengers by 75.1% combined with the efforts of our duty free partner, Dufry, which capitalised on the higher proportion of international passengers and the implementation of numerous campaigns including cross sales promotions among different F&B outlets, retailers and duty free shops.



Duty free rental income at SAW grew

82.5 % YoY

Proactive financial management

Proactive financial management has also improved Malaysia Airports' bottom line. In 2022, the Group raised RM800 million Senior Sukuk across two tranches, through its Sukuk Wakalah Programme, to take advantage of the prevailing benign interest rate environment at the time of issuance. With both tranches oversubscribed, the issuance of the RM500 million tranche closed at a 3.79% coupon rate while the coupon rate for the remaining RM300 million was 3.98%. The funds was used to retire debt with a coupon rate of 4.68%, resulting in the average funding rates for ringgit debt moving down from 4.53% to 4.29%.

MANAGING DIRECTOR'S MESSAGE

Utilisation fees reduced

We would also like to express our sincere thanks to the Government of Türkiye for reducing the deferred utilisation fee for the SAW concession by EUR 116.7 million. When the pandemic hit in 2020, the Government had initially agreed to defer the payment of the utilisation fee for that year. With the agreed fee reduction, this cushions the impairment charge that the Group had made for the concession in FY2020. The Group has paid the remaining deferred utilisation fee together with interest amounting to EUR120.2 million in December 2022.

Better share of results from joint ventures and associates

Our share of joint venture profits was RM12.2 million in 2022, compared to losses of RM7.3 million in 2021. This was largely due a turnaround at Segi Astana Sdn Bhd which contributed a share of profits of RM4.1 million compared to losses of RM15.0 million the previous year. Airport Cooling Energy Supply Sdn Bhd returned a slightly higher share of profit of RM8.1 million as compared to RM7.7 million in 2021.

The share of results from associates recorded a profit of RM16.8 million, an improvement of RM22.0 million compared to losses of RM5.2 million recorded in 2021. This includes share of profits from MFMA Sdn Bhd, Kuala Lumpur Aviation Fuelling System Sdn Bhd and Alibaba KLIA Aeropolis Sdn Bhd of RM17.7 million, RM6.3 million and RM2.9 million respectively. However, this was offset by the share of losses from Cooling Energy Supply of RM10.1 million.

A SOLID FOUNDATION FOR FUTURE GROWTH

Inspiring brave ambitions also sums up our approach for 2023 and beyond, as the Group continues to lay a solid foundation for future growth.

Operating Agreements approved in-principle by Government

In February 2023, Malaysia Airports obtained approval in-principle from the Government of Malaysia (GoM) through a cabinet decision on the material terms of the Operating Agreements (OA 2023) to operate, manage, maintain and develop 39 airports and STOLports until 2069.

We thank the Government of Malaysia for its confidence in Malaysia Airports' capabilities and deep experience in managing and operating airports locally and internationally while affirming the airport network framework and cross-subsidisation model. This model will enable Malaysia Airports to operate underserved essential community airports and STOLports, and at the same time, enhance airport capacity where needed and provide better airport service levels as a whole.

The new framework gives Malaysia Airports the flexibility to invest and reinvest in the modernisation and development of viable airports under fair and conducive commercial terms with a clear investment return mechanism. This will ensure commercial sustainability and facilitate growth for the nation's airports which are an important economic development lever for Malaysia.

Under the OA 2023 framework, there is flexibility in funding airport development costs – using Government development expenditure allocations or by Malaysia Airports employing a suitable investment recovery model mechanism which the parties and the Government may agree to for each relevant project. An Airport Development Fund will also be established to receive contributions from airport users, including 50% of the Passenger Service Charge component of the User Fee collected by Malaysia Airports. The Airport Development Fund is regulated under the Financial Procedures Act 1957.

In addition, the Government retains the right to restructure the airport industry through clustering, carving out, divestment of airports, closure of existing airports or terminals or the restructuring of the ownership of any of the facilities, subject to mutual agreement with Malaysia Airports.

MANAGING DIRECTOR’S MESSAGE

Strategic off-terminal development at KUL and SZB

In November 2022, Malaysia Airports was granted a 99-year lease over 8,537 acres of land in the immediate vicinity of KLIA demarcated as KLIA Aeropolis Lands by the Government of Malaysia. The executed Development Agreement and Land Lease Agreement with the GoM and Federal Lands Commissioner gives rights to its subsidiary, KLIA Aeropolis Sdn Bhd, to plan and develop the KLIA Aeropolis Lands. The investor-friendly terms of the lease will strengthen Malaysia Airports’ ability to accelerate off terminal opportunities around KUL which generate long term economic value for the nation, by way of injecting catalytic projects and creating vibrancy at KLIA Aeropolis.

Malaysia Airports received approval-in-principle for its Subang Airport Regeneration Plan from the Cabinet in early February 2023, which will position the Sultan Abdul Aziz Shah Airport or Subang Airport as a leading City Airport and Business Aviation Hub in Asia Pacific. The regeneration plan, centered on three segments namely Aerospace Ecosystem, Business Aviation and City Airport, will see the transformation

of the Subang Airport into an integrated mixed development of a smart city airport together with terminal-linked commercial and high value aerospace industries. The development will also integrate seamless air-rail-road connectivity, enhancing the attractiveness and creating vibrancy for the Subang Airport and its surrounding area. This provides a stronger value proposition to foreign aerospace and business aviation operators for establishing a regional operations hub at Subang Airport.

Upgrading of SZB and PEN

The Government of Malaysia has also stated its intention to upgrade the SZB and Penang International Airport (IATA Code: PEN) in the Budget 2023 speech. By expanding the capacity of SZB and PEN, the Government plans to support investment, tourism and business opportunities at and around these strategically located airports.

Studies for the expansion of PEN has been completed while plans for SZB will be submitted to the Government in 2023.



MANAGING DIRECTOR'S MESSAGE

Replacement of critical assets

The Group has begun its replacement of the Automated People Mover at KLIA Terminal 1, which is known as the Aerotrain. Phase 1 of the project, being the design work started in March, and the project is expected to complete in 2025. In the meantime, a round-the-clock bus service shuttles passengers between the terminal's contact pier and the satellite terminal. The contract for replacement of the Baggage Handling System at KLIA Terminal 1 was awarded in October.

Both the Aerotrain and Baggage Handling System are ageing assets which have been in operation since the airport commenced operations in 1998. As they are critical for smooth operations at the airport, the replacement of these assets will improve Malaysia Airports' ability to provide quality service to its stakeholders.

Improved guest experience

My colleagues and I are also proud of the recognition in 2022 we have received from Airports Council International (ACI) in its annual Airport Service Quality (ASQ) Awards. The annual awards recognise airport excellence in customer experience worldwide based on data from ASQ's surveys of passengers at close to 400 participating airports in 95 countries.

Overall, KUL scored 4.99 out of a possible 5.00, while LGK achieved a perfect 5.00 in this year's survey. This placed KUL #9 among global airports of over 40 million passengers per annum (mppa) while LGK was ranked #1 in the 2-5 mppa category.

In addition, KUL received awards in all four new categories of the ASQ Awards, placing it among the top 5% of performers globally in those service quality areas. They are:

- Airport with the Most Dedicated Staff - for the efforts by key stakeholders and staff across different checkpoints
- Easiest Airport Journey - for performance on the travellers' ease of going through the airport
- Most Enjoyable Airport - for offerings (restaurants, shops, entertainment) and efforts to make the waiting time enjoyable and comfortable
- Cleanest Airport - for overall cleanliness, an element that is key to the satisfaction of passengers

This is testament to the unrelenting focus that all of us at Malaysia Airports together with airport stakeholders have placed on improving customer experience throughout our network of airports, and the many improvements that we have achieved together.

Capitalising on opportunities at SAW

We will follow through on SAW's first profitable year in 2022, and pursue its strong growth opportunities. With the completion of the Pendik-Sabiha Gökçen Metro station, which is connected to the terminal building, the airport is set to capitalise on its convenient metro link to downtown Istanbul. In addition, the construction of the airport's second runway which is funded by the Government of Türkiye is targeted for completion in 2023. We therefore see immense potential in future growth at SAW.

MANAGING DIRECTOR'S MESSAGE

VALUES REMAIN CONSTANT DESPITE THE SEA OF CHANGE

In a nutshell, 2022 was a year that Malaysia Airports demonstrated fast-paced advancement. Simultaneously, the Group consolidated a strong platform for the propensity for revenue generation and also demonstrated that it could operationalise and sustain the positive impact of lessons learnt from the pandemic. We are today more resilient, more united, more entrepreneurial and more nimble.

However, amidst the sea of change, Malaysia Airports has remained united and steadfast in its mission. There will be no change in our focus on our stakeholders who remain at

the heart of all our innovations and improvements. While we emerge from the toughest days in our corporate history, our unwavering commitment never to compromise on the safety and well being of our stakeholders remains unchallenged.

Our employees also continue to be our most valuable asset, as we had demonstrated by our policy of no pay cuts and retrenchments during the pandemic. As a result, Malaysia Airports has a highly engaged workforce which has been instrumental in enabling the Group to ramp up our operations in 2022.

HEARTFELT THANKS AND GRATITUDE

It is my privilege to welcome back Tan Sri Datuk Zainun Ali as Chairman of Malaysia Airports. She has had a distinguished career in the judicial and legal service as well as on the bench where she retired as a Federal Court judge. She also currently sits as a judge in the Administrative Tribunal of the Islamic Development Bank of Jeddah and is a registered arbitrator at the Asian International Arbitration Centre. Tan Sri Datuk Zainun is a member of the Advisory Board of the United Nations Global Judicial Integrity Network, and is the Deputy Chairman of the Enforcement Agency Integrity Commission.

I would also like to extend the Group's heartiest congratulations to YB Senator Dato' Seri Diraja Dr. Zambry Abd Kadir, the former Chairman of Malaysia Airports, on his appointment as Malaysia's Minister of Foreign Affairs. The Group would like to thank him for his leadership as we navigated the most difficult years of Malaysia Airports' corporate history.

I would like to thank our Board of Directors for their guidance and stewardship at the helm of Malaysia Airports, and for their leadership, support and wise counsel in enabling us to

forge ahead and pursue our brave ambitions. I would also like to thank my colleagues for their commitment, dedication and courage, and for their many sacrifices throughout 2022.

My sincere gratitude also goes to all our stakeholders – the Governments of Malaysia and Türkiye, our regulators, the various ministries, government agencies, airline partners, retail partners, vendors and other business partners as well as our shareholders for their support.

I am confident that the spirit of mutual cooperation and support between Malaysia Airports and its stakeholders that has inspired us to pursue brave ambitions in 2022 will hold us all in good stead for the future. As we chart a path forward together, I look forward to working closely with all of you in 2023 and beyond.

DATO' ISKANDAR MIZAL MAHMOOD
Managing Director

OPERATING ENVIRONMENT AND OUTLOOK

UNDERSTANDING OUR OPERATING ENVIRONMENT

Malaysia Airports' business performance is impacted by internal and external factors in our operating environment such as market trends, regulatory landscape and stakeholder expectations. As such, we monitor the operating environment closely as a key step to determine our strategy, capture new opportunities, mitigate emerging risks and prioritise material matters.

ECONOMIC CONTEXT

STRATEGIC THEMES

Driving Aeronautical Recovery, Rejuvenating Commercial and Retail Business, Strengthening International Business, Accelerating Off-Terminal Opportunities

DESCRIPTION

The International Monetary Fund (IMF) estimates that global economic growth in 2022 moderated to 3.4%, compared to 6.2% in 2021. This moderate growth is due to countries adopting monetary policy measures in response to elevated inflation due to the impact of the Ukraine war as well as the aftermath of pandemic-related lockdowns and supply chain disruptions.

Despite the challenging global economic conditions, the Malaysian economy grew by 8.7% in 2022 compared to 3.1% in 2021, according to Bank Negara Malaysia (BNM). This was contributed by the full upliftment of containment measures, resilient growth in exports, revival of tourism activity as well as continued policy support.

Meanwhile, Türkiye's economic grew by 5.6% in 2022, mainly driven by strong export as well as private consumption from favourable labour market developments and credit conditions.

OUR RESPONSE

- Drive aeronautical and non-aeronautical revenue to improve business performance.
- Revitalise commercial offerings and spaces at airports to enhance non-aeronautical revenue and improve passenger experience.
- Improve retail profile and offerings by rejuvenating Eraman's brand and outlets.
- Tap new opportunities and unlock additional revenue streams.
- Enhance Aeropolis development and unlock revenue potential around KUL and SZB.

 For more information on Our Response, please refer to the Strategy section on pages 60 to 66 of this <IR>

OUTLOOK

The IMF is projecting the global economy to moderate to 2.8% in 2023 as the rise in central bank rates to fight inflation and Russia's war in Ukraine continue to weigh on economic activity. The rapid spread of COVID-19 in China dampened growth in 2022, but the recent reopening has paved the way for a faster-than-expected recovery.

Amid a challenging external environment, BNM expects Malaysia's economy to grow between 4.0% and 5.0% in 2023, supported by firm domestic demand. In addition, further improvement in labour market conditions, continued implementation of multi-year investment projects and higher tourism activity are expected to support private consumption and investment growth.

Meanwhile, Türkiye's economic growth is expected to moderate to 2.7% in 2023 as weak external demand and persistent geopolitical uncertainties are expected to weigh on investment and export growth. Private consumption is also expected to slow as inflation impacts the household purchasing power.

OPERATING ENVIRONMENT AND OUTLOOK

AIR TRANSPORT SECTOR

STRATEGIC THEMES Driving Aeronautical Recovery, Rejuvenating Commercial and Retail Business, Strengthening International Business, Accelerating Off-Terminal Opportunities

DESCRIPTION

According to the International Air Transport Association (IATA), the global demand for air travel in 2022 has recovered to 70.6% of 2019 levels, driven by strong pent up demand as globally, more countries have reopened their borders and lifted travel restrictions.

Overall, the global demand for air travel continued to be driven by the recovery of domestic travel, reaching 79.6% of 2019 levels in 2022. In addition, the demand for international travel has recovered to 62.2% of 2019 levels in 2022 following the border reopening of international routes throughout the year.

Meanwhile, the demand for air travel in Asia Pacific has lagged other regions at 44.3% of 2019 levels as recovery was held back by delayed reopening in North Asia in particular due to the lockdowns and other pandemic-related restrictions in China.

Despite the slow recovery in Asia Pacific, passenger traffic in Malaysia performed better than the regional average and reached 50.0% of 2019 levels in 2022 following the full reopening of borders to international travellers from 1 April.

OUR RESPONSE

- Ensure the continuous operations of all airports within the Group to maintain domestic and international air connectivity for travel and trade.
- Facilitate the resumption of international travel following the full reopening of the Malaysian borders to international travellers on 1 April 2022.
- Catalyse traffic recovery and enhance network connectivity.

 For more information on Our Response, please refer to the Strategy section on pages 60 to 66 of this <IR>

OUTLOOK

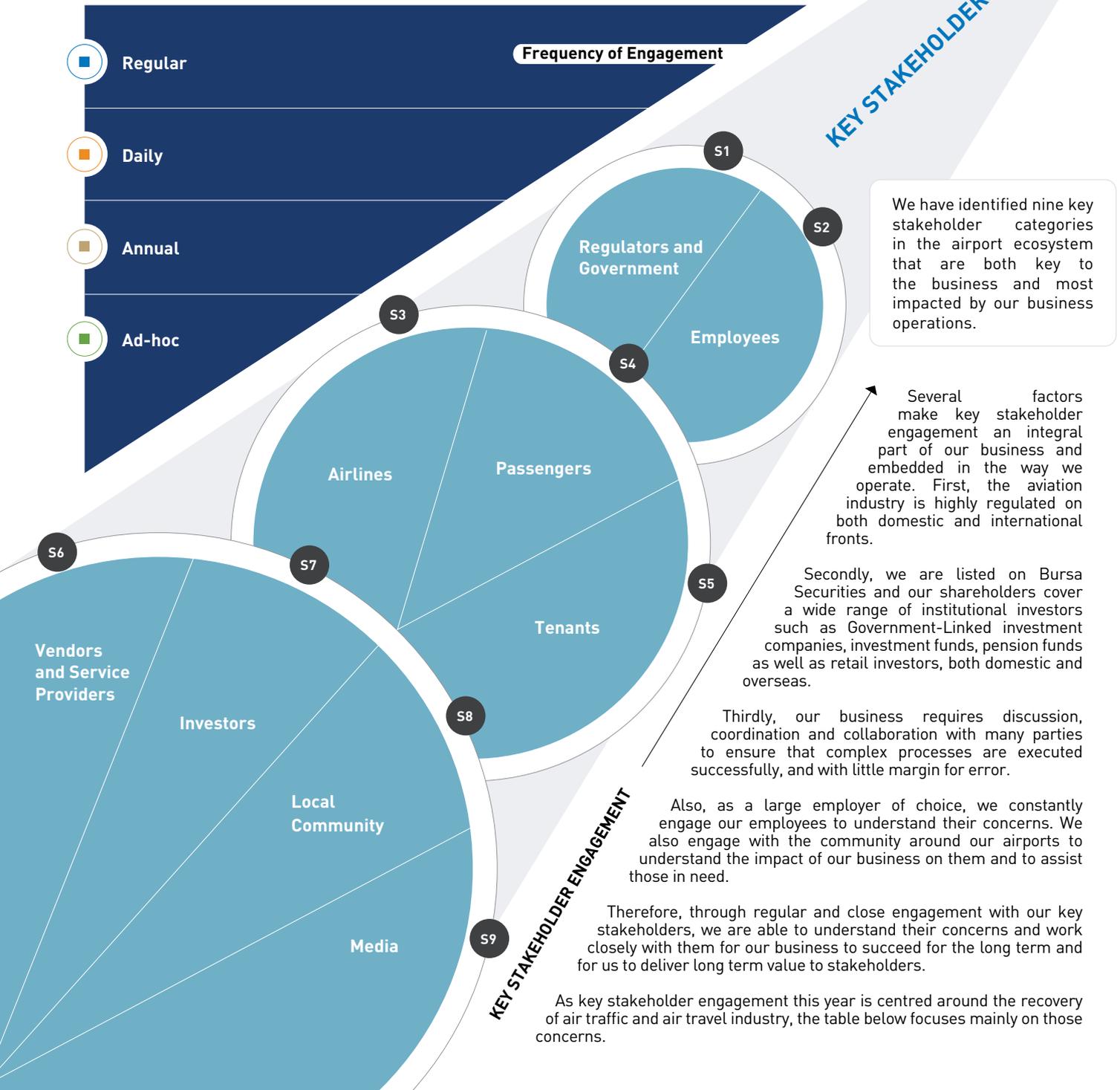
The recovery of demand for air travel in 2023 will continue to depend on further easing of travel restrictions, airlines sustainability and their financial ability, containment of new COVID-19 variants as well as the economic conditions that have recently impacted the global economy.

IATA expects the global demand for air travel to reach 85.5% of 2019 levels in 2023. Demand for air travel is also expected to improve in Asia Pacific and recover to 70.8% of 2019 levels, driven by the easing of travel restrictions and pent-up demand. In addition, China's decision to reopen its borders and allow its citizens to travel internationally from 8 January 2023 is expected to provide further uplift to the outlook.

In the long term, IATA maintains its forecast for overall demand for air travel to return to pre-pandemic levels by 2024. Domestic travel is expected to lead the recovery and reach 2019 levels much earlier than international travel.

STAKEHOLDER ENGAGEMENT

The airports business operates in an ecosystem involving multiple stakeholders. While each stakeholder has its roles and responsibilities, there is a high level of interdependence among airport stakeholders. Stakeholders often work in tandem to ensure safety, efficiency and service quality across a broad range of airport operations and collaborate to address ESG concerns. As such, stakeholder engagement very much an essential aspect of Malaysia Airports' business.



STAKEHOLDER ENGAGEMENT

S1

Regulators and Government

- Engagement sessions, face-to-face and meetings, and dialogue sessions
- Consultation sessions on regulatory matters

Areas of Interest	Our Response	Link to Material Matters
Regulatory compliance	<p>Conducted regular audits, inspections and consultations on the Quality of Service framework.</p> <p>Carried out engagements and discussions with regulators on the finalisation and direction of the Operating Agreements, KLIA Development Agreement and Land Lease Agreement.</p> <p>Adhered to industry standards and obtained certifications.</p> <p>Adhered to international and national laws, regulations, and best practices.</p> <p>Worked closely with government agencies to implement the Malaysian National Security Council’s SOPs and facilitate the Langkawi Travel Bubble (domestic and international), Vaccinated Travel Lane by Air.</p> <p>Worked closely with Ministry of Transport and other agencies to prepare for the reopening of Malaysia’s international borders.</p>	<p>M1 M4 M7 M8 M9</p> <p>M11 M17 M18 M19 M20</p>
Airport competitiveness	<p>Provided support to Ministry of Transport for the development of the National Airport Strategic Plan to ensure robust strategic direction for the airport system in Malaysia.</p> <p>Provided support for the National Airport Consultancy Committee meetings</p>	
Infrastructure development	<p>Maximised land bank through landside off-terminal development initiatives around KUL and SZB.</p> <p>Leveraged technology for airport operations.</p>	
Environmental and Climate Change	<p>Engaged in environmental monitoring.</p> <p>Adhered to local and national environmental regulations on energy, noise, water and effluent, air quality and waste management.</p> <p>Conducted noise contour and impact surveys.</p> <p>Obtained the renewal of KUL’s Level 3 Airport Carbon Accreditation.</p> <p>Continued to support Malaysia’s renewable energy agenda through the production of solar power at KLIA Terminal 2, KUA, LGK, MKZ and PEN.</p>	
Licensing	<p>Obtained Aerodrome Operator Licenses from the Malaysian Aviation Commission (MAVCOM) and Aerodrome Certification from the Civil Aviation Authority of Malaysia (CAAM).</p>	

STAKEHOLDER ENGAGEMENT

Employees

- Town halls, engagement sessions
- Focused group discussions on targeted issues
- Employee performance review

Areas of Interest	Our Response	Link to Material Matters
Employee health and safety and wellbeing during and post COVID	<p>Established a Vaccination Centre at KUL to facilitate COVID-19 vaccination and booster shots for employees and airport community.</p> <p>Implemented the use and provided supplies of masks, faceguards, and goggles where necessary.</p> <p>Put in place a work-from-home rotation schedule.</p> <p>Engaged with employees on COVID-19 matters through the COVID-19 portal.</p> <p>Provided fitness and childcare facilities at HQ.</p>	<p>M3 M4 M6 M8 M12</p> <p>M13 M14</p>
Workplace safety during and post COVID	<p>Revised Occupational Health and Safety Policy and Procedures to reflect COVID-19 safety measures implemented.</p> <p>Obtained certification under ISO 45001 Occupational Health and Safety Management System: Corporate Office and MA (Sepang).</p> <p>Decontaminated and sanitised work and common areas.</p> <p>Supplied alcohol-based sanitisers.</p>	
Job security	<p>There were zero retrenchments and zero salary cuts.</p>	
Corporate integrity	<p>Committed to the Malaysian Government initiated Integrity Pact.</p> <p>Put in place a Code of Ethics and Conduct, a Whistleblowing Policy, the Malaysia Airports Integrity Plan and our Corruption Risk Management System and Policies.</p> <p>Conducted a Corporate Integrity System Assessment.</p> <p>Conducted Integrity Perception Surveys.</p>	
Employee engagement	<p>Conducted townhalls, walkabouts, 'Let's Connect Session' engagements, internal communications and union engagements.</p>	
Training and career development	<p>Accelerated Learning and Development via online learning programmes.</p>	

STAKEHOLDER ENGAGEMENT

S3

Airlines

- Regular meetings and face-to-face discussions
- Airline operating committees
- Local carrier airlines meeting
- Security facilitation meeting
- Foreign carrier airlines meeting
- Feedback surveys

Areas of Interest	Our Response	Link to Material Matters
Innovation and technology advancement	<p>Implemented Network Reconnecting Programme to encourage carriers to resume flying into Malaysia and re-establish network connectivity.</p> <p>Engaged airlines and communicated 'Airports 4.0' initiatives.</p> <p>Leveraged technology: EZPaz single-token travel which utilises biometrics for improved efficiency and passenger and airline crew safety.</p>	<div style="display: flex; justify-content: center; gap: 10px;"> M1 M7 M8 </div>
Airport safety	<p>Continued to engage airlines and airport community via the KUL COVID-19 Committee.</p> <p>Carried out frequent Runway Safety inspections and Runway Safety Team meetings.</p> <p>Completed 72 Aerodrome Emergency Exercises including 12 full-scale exercises</p> <p>Carried out regular safety and emergency simulation exercises by Airport Fire and Rescue Service.</p> <p>Conducted Foreign Object Debris walkabouts.</p>	
Terminal and building infrastructure	<p>Continued critical upgrading works such as the replacement of the Aerotrains and Baggage Handling System.</p>	

STAKEHOLDER ENGAGEMENT

S4

Passengers

- Airport Service Quality surveys
- Social media
- MAVCOM Quality of Service audits
- Customer Feedback Management

Areas of Interest	Our Response	Link to Material Matters
Airport service quality and experience	<p>Enhanced e-commerce platforms, #shopMYairports and shop@SAW in Malaysia and Türkiye respectively, to provide a seamless and contactless shopping experience and enable tenants to reach non-travellers.</p> <p>Established private health screening facilities at the airports to provide more screening options to passengers.</p> <p>Used the Airport Service Quality Benchmarking Programme to measure airport service quality at selected airports.</p> <p>Complied with the MAVCOM's Quality of Service framework.</p> <p>Improved digital processes which include EZPaz, self-baggage-drop facilities, self-check-in kiosks, Passenger Reconciliation System, use of biometrics for improved efficiency and passenger experience.</p>	<p>M1 M7 M8</p>
Customer service	<p>Provided the public with updates via social media and the MYairports app.</p> <p>Engaged with passengers through Airport CARE Ambassadors.</p> <p>Maintained the Customer Affairs and Resolution Excellence Feedback Management System to manage and respond to feedbacks and queries.</p> <p>Implemented cashless payment services for increased customer convenience.</p>	
Cleanliness	<p>Completed washroom refurbishments and renovations at KUL.</p> <p>Introduced 'Adopt A Washroom' programme that in which management personnel volunteer to oversee certain washrooms to ensure their cleanliness.</p>	
Communication and announcements	<p>Provided the public with updates via social media.</p> <p>Provided guests with help and guidance via the Airport CARE InfoCentre at KUL.</p> <p>Produced online 'Convergence' magazine.</p> <p>Used #MYairportsupdates to provide the public with a convenient way to access our updates on travel restrictions and SOPs.</p> <p>Improved wayfinding signages.</p>	
Airport security and safety	<p>Piloted EZPaz driven by facial recognition and biometric technology to improve passengers' journey throughout the airport.</p>	

STAKEHOLDER ENGAGEMENT

S5

Tenants

- Standard consulting procedure
- Engagements, briefings, one-one communication
- Communication plans and projections

Areas of Interest	Our Response	Link to Material Matters
Airport operator	<p>Practised standard contracting procedure.</p> <p>Provided rebates on rental for premises at the airports.</p> <p>Continued the new rental model for retail tenants as part of an ongoing effort to retain and attract business partners.</p>	<p>M2 M3 M4 M5 M10</p> <p>M16</p>
Customer satisfaction	<p>Enhanced the Commercial Reset strategy.</p> <p>Implemented a cashless payment ecosystem for increased customer convenience.</p> <p>Enhanced #shopMYairports, an e-commerce platform that enhances passengers' retail experiences, allows the non-travelling public to purchase duty absorbed goods and supports the recovery of airport retail tenants. Departing international passengers can pre-purchase and pick up their duty-free goods at the airport through this platform as well.</p>	

S6

Vendors and Service Providers

- Tenders and request for proposals
- Briefing on processes and updates on projects

Areas of Interest	Our Response	Link to Material Matters
Procurement process	<p>Conducted regular review and adhered to procurement policies, procedures, and guidelines.</p> <p>Implemented e-Procure and automated procurement process to improve efficiency and digitalisation.</p> <p>Briefed vendors on procurement anti-bribery and anti-corruption measures as part of Vendor Integrity programme.</p>	<p>M3 M5 M6 M10</p>
Prompt payments	<p>Implemented the Vendor Management System to keep track of procurements and payments.</p>	

STAKEHOLDER ENGAGEMENT

Investors

S7

■ Analyst briefing sessions

■ One-on-one engagements

Areas of Interest	Our Response	Link to Material Matters
Financial returns	Conducted regular review of business and investment plans to match the current and predicted social-eco climate.	
Communication of strategic plan	Implemented a 5-year strategic plan to prioritise a return to profitability after navigating the challenges posed by the pandemic. Put in place measures to improve cost structure and reduce operating cost.	
Governance and transparency	Adhered to the Malaysian Code on Corporate Governance.	
Company reputation	Published literature and press releases regularly that highlight our activities, awards, and accolades.	
Regulatory compliance	Adhered to Bursa Securities' listing requirements. Became a constituent of the FTSE4 Good Bursa Malaysia and FTSE4Good Bursa Malaysia Shariah Index. Incorporated Sustainability Reporting into our annual disclosures.	
Financial results	Announced financial results every quarter.	

Local Community

S8

■ Community engagement

■ Social media

■ Strategic partnerships

■ Website

■ News media

Areas of Interest	Our Response	Link to Material Matters
Corporate citizenship	Continued to give back to the local communities through our Corporate Responsibility Framework which focuses on: Education and Youth Leadership; Community Enrichment and Malaysia Branding. Benefited over 3,200 students from B40 families through #MyAirportCARES and other initiatives. Completed 70 community enrichment programmes around our airports involving 948 employees who clocked up 3,603 volunteer hours.	

STAKEHOLDER ENGAGEMENT

S9

Media

- Media briefings/interviews
- Website and events
- Press conferences
- Social media

Areas of Interest	Our Response	Link to Material Matters
Environmental, social and governance issues	Issued press releases and conducted press briefings regularly. Practised sound and transparent decision making.	M5 M9
Media relations	Granted media interviews when appropriate and visit media occasionally.	

MATERIAL MATTERS

Malaysia Airports together with its stakeholders have identified a set of material matters which are significant to the Group's ability to create value for its stakeholders. While the Group continuously manages and monitors its material matters, we report on the top eight matters which have significant impact on our value creation model and influence our business strategy and targets.

MATERIALITY PROCESS

Materiality Assessment

The material matters were initially identified and prioritised in 2018 following a materiality assessment process as described below.

IDENTIFICATION

A comprehensive list of material matters was identified based on a review and analysis and through engagement with internal and external stakeholders.

PRIORITISATION

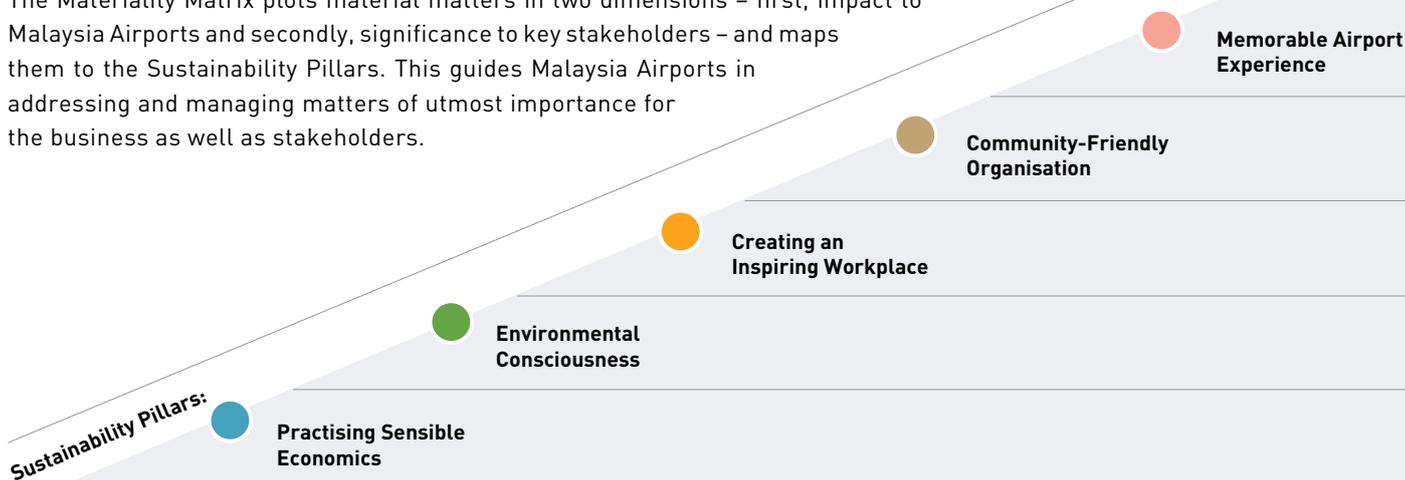
Key representatives of internal stakeholders met to review, discuss and prioritise the identified material matters to form a Materiality Matrix.

VALIDATION

The Materiality Matrix was validated by senior management and approved by the Board.

MATERIALITY MATRIX

The Materiality Matrix plots material matters in two dimensions – first, impact to Malaysia Airports and secondly, significance to key stakeholders – and maps them to the Sustainability Pillars. This guides Malaysia Airports in addressing and managing matters of utmost importance for the business as well as stakeholders.



MATERIAL MATTERS

REVIEW OF MATERIAL MATTERS

In 2022, the Group conducted a validation exercise which encompassed a review of business data and its strategic plan in the light of global megatrends as well as best practice and current developments in sustainability reporting. It also included a comparative analysis of Malaysia Airports' materiality matrix in relation to industry peers. There were no material matters identified for 2022, and as such, the materiality matrix remains unchanged from 2020.

We envisage a more comprehensive review of the material matters in 2023 following the reopening of Malaysia's international borders in April 2022 and as air traffic continues to recover. In light of the Group's shift in strategy in tandem with the changing operating environment, there will likely be new considerations both on the part of the Group as well as that of stakeholders.



MATERIAL MATTERS

AIRPORT CAPACITY

M1

Airport Capacity refers to the airports' ability to cater for increasing passenger traffic and to manage capacity constraints through airport expansion and space optimisation. Airport capacity is an important factor in ensuring operational safety and efficiency, service standards as well as passenger comfort. It is also one of the factors that airlines take into consideration when deciding on route development which impacts Malaysia Airports' earnings and growth.

STAKEHOLDERS INVOLVED

S1 S2 S3 S4 S5 S7 S9

CAPITALS AFFECTED AND TRADE-OFFS:

F I S F
+ + + -

LINK TO STRATEGY AND KEY ENABLERS

- ▶ Strengthening International Business
- ▶ Increasing Efficiency Through Digitalisation

LINK TO UN SDGS



HIGHLIGHTS

Airport expansion projects

Currently, KBR is undergoing expansion to increase its capacity from 1.5 million passengers per annum (mppa) to 4 mppa. The proposed expansion of PEN from 6.5 mppa to 12 mppa is currently in its planning stage.

Space optimisation projects

Space optimisation studies were conducted for airports which were operating beyond capacity pre-pandemic – BKI, IPH, KCH, SBW and TWU. In these studies, we assessed the potential for reconfiguration of existing floor area to alleviate crowding at bottleneck areas such as check-in counters, security screening, immigration checks and waiting lounges as well as increasing capacity within the current floor area. We also considered upgrading the washrooms and other public areas, as well as potentially incorporating Airports 4.0 automation initiatives such as the Single Token EZPaz and the Passenger Reconciliation System.

KEY PERFORMANCE INDICATORS AND TARGETS

The current capacity of all airports under the Group is shown in the section 'Where We Operate' on pages 12 to 13.

MATERIAL MATTERS

TOTAL AIRPORT EXPERIENCE

M2

Total Airport Experience refers to the quality of services delivered to our guests to enhance their airport experience. The positive experience of guests at the airport is shaped by operational excellence and exceptional service by our employees and other members of the airport community. Reporting on these matters enables Malaysia Airports to consider feedback from guests, identify and rectify problems and continuously improve on service quality.

<p>STAKEHOLDERS INVOLVED</p> <p>S1 S2 S3 S4 S5 S7 S9</p>	<p>CAPITALS AFFECTED AND TRADE-OFFS:</p> <p>F I S F</p> <p>+ + + -</p>
<p>LINK TO STRATEGY AND KEY ENABLERS</p> <ul style="list-style-type: none"> ▶ Driving Aeronautical Recovery ▶ Rejuvenating Commercial and Retail Business ▶ Strengthening International Business ▶ Increasing Efficiency Through Digitalisation 	<p>LINK TO UN SDGs</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>9 INDUSTRY INNOVATION AND INFRASTRUCTURE</p> <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>

HIGHLIGHTS

Ranked among global leaders in service quality

KUL scored 4.99 out of 5.00 in the Airport Service Quality (ASQ) survey by Airports Council International (ACI), while LGK returned a perfect score of 5.00. This ranked KUL at #9 in the above 40 mppa category while LGK ranked #1 in the 2-5 mppa category.

In addition, KUL received awards in all four new categories of the ASQ Awards, placing it among the top 5% of performers globally in those service quality areas:

- Airport with the Most Dedicated Staff
- Easiest Airport Journey
- Most Enjoyable Airport
- Cleanest Airport

Taken together with the perfect 5.00 scores achieved by both airports in 2021, this indicates the sustained consistency of high service quality across all 31 of ASQ's indicators despite annual passenger traffic expanding by 533.1% at KUL and 194.2% LGK respectively.

Continued Washroom Improvement Programme

Malaysia Airports completed the washroom refurbishment at both KLIA Terminal 1 and Terminal 2 in early 2022, improving the facilities as well as ambience and comfort level. As washrooms significantly impact guest satisfaction, the Group places high importance sustaining the positive

impact of the refurbishment exercise. The maintenance of the washrooms is closely monitored via an RFID system that tracks the cleaning of the facilities. The Corporate Quality Management Department together with Washroom Adopters, comprising the Group's Management personnel, conduct regular surveillance audits to sustain the high service quality of the washrooms, the results are reviewed by the Washroom Improvement Programme Committee.

Based on the latest available results of MAVCOM's Quality of Service (QoS) framework, both passenger and staff washrooms scored above 96% for most of the inspection months.

Work commences to replace Automated People Mover

The Group has begun its replacement of the Automated People Mover at KLIA Terminal 1, which is known as the Aerotrains. Phase 1 of the project, being the design work started in March, and the project is expected to complete in 2025. In the meantime, a round-the-clock bus service shuttles passengers between the terminal's contact pier and the satellite terminal.

Contract awarded for replacement of Baggage Handling System

The contract for replacement of the Baggage Handling System at KLIA Terminal 1 was awarded in October. This project is to replace the existing Baggage Handling System which has been in operation since the airport commenced operations in 1998.

MATERIAL MATTERS

TOTAL AIRPORT EXPERIENCE

M2

HIGHLIGHTS

Retail and F&B outlets expanded

The Group has recruited new retail and F&B tenants under its Commercial Reset programme, enhancing the customer experience at the airports. The brands that opened airport outlets in 2022 include The Coffee Bean & Tea Leaf, 4Fingers and KyoChon at KLIA Terminal 1 and Costa Coffee at KLIA Terminal 2. Sense of Malaysia, which provides a platform for local artisanal products to be featured at international gateways, opened its first outlet at LGK. The first 4Fingers outlet in Sarawak opened at KCH, making the airport a dining destination for Kuching residents. BKI welcomed the opening

of Noodles, the first outlet in Sabah. McDonald's reopened at PEN with a refreshed outlet design, conveniently located at the kerbside, making it accessible to the public and non-travellers. Two new airport lounges also opened in PEN and KCH for the comfort of the passengers.

Voice of the Customer recognition

In 2021, ACI also awarded both KUL and LGK with the Voice of Customer recognition as airports that have demonstrated significant efforts to gather passenger feedback during the pandemic.

KEY PERFORMANCE INDICATORS AND TARGETS

Airport Service Quality Ranking and Score

Airport	2022	2021	2020
KUL			
Rank	9	1	10
Score	4.99	5.00	4.98
LGK			
Rank	1	1	20
Score	5.00	5.00	4.67

Airport Service Quality Scores for Key Indicators - KUL

ASQ Score	2022	2021	2020
Courtesy & helpfulness of staff	4.99	4.99	4.90
Comfort of waiting/gate areas	4.99	4.98	4.86
Speed of baggage delivery	N/A	4.97	4.71
Waiting time to check-in	4.98	4.94	4.87
Waiting time at Passport check	4.99	4.98	4.85
Ambience of the airport	5.00	4.98	4.91

Type of Feedback Received

Type of feedback	2022	2021	2020
Enquiries	17,315	12,782	13,884
Lost and Found	2,022	412	1,083
Complaints	1,619	227	357
Compliments	561	265	476
Suggestions	205	50	116
Total	13,736	13,736	15,916

MATERIAL MATTERS

DIGITALISATION

M3

Digitalisation refers to the digital framework encompassing enhancement, capacity development and digital innovations across Malaysia Airports' operations including terminal optimisation, operational efficiency, revenue generation, regulatory compliance and health protection. In the face of the Industrial Revolution 4.0, it is crucial to ensure up-to-date technologies are used to improve efficiency, reduce human error and to redirect resources to critical areas of operations.

<p>STAKEHOLDERS INVOLVED</p> <p>S1 S2 S3 S4 S5 S6 S7 S9</p>	<p>CAPITALS AFFECTED AND TRADE-OFFS:</p> <p>F I H S F</p> <p>+ + + + -</p>
<p>LINK TO STRATEGY AND KEY ENABLERS</p> <ul style="list-style-type: none"> Rejuvenating Commercial and Retail Business Strengthening International Business Workflow Transformation Increasing Efficiency Through Digitalisation 	<p>LINK TO UN SDGs</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>9 INDUSTRY INNOVATION AND INFRASTRUCTURE</p> <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>

HIGHLIGHTS

Airport Collaborative Decision Making project kicked off

The project kicked off in May and a Memorandum of Understanding was signed in July by Malaysia Airports and the key stakeholders, namely CAAM, airlines and ground handling companies. The project will enable national aviation players to access and share real time data, and collaborate to improve operational efficiency and process flow at KUL.

EZPaz rolled out

The biometric facial recognition system at KUL was rebranded as 'EZPaz' and was rolled out for Malaysia Airlines' domestic flights in April. EZPaz was expanded to include AirAsia's domestic flights in October. The system enhances airport security with the use of biometric data and delivers a seamless experience for passengers as they only need to

show their documents once at check-in. Subsequently the system's biometric facial recognition will identify passengers, eliminating the need for the traditional boarding pass and identification documents at airport checkpoints.

MYairports app enhanced

Our mobile app was further enhanced and relaunched in April. It offers a convenient method for passengers to access a comprehensive range of information and features that assist passengers on their journey through KUL. This includes the EZPaz, the Butterfly Effect for persons with hidden disabilities, flight information and tracking, wayfinding, special assistance information and one-click access to the shopMYairports shopping site.

KEY PERFORMANCE INDICATORS AND TARGETS

Key Performance Indicators	2022	2021	2020
Total active users			
MYAirports	20,687	5,992	9,411
shopMYairports	10,139	4,764	2,752
% of digital sales on shopMYairports over total sales	4.0%	6.78%	0.09%
Digital sales volume on shopMYairports	RM10.3 million	RM11.4 million	RM0.46 million

MATERIAL MATTERS

AIRPORT SAFETY AND SECURITY

M4

Airport Safety and Security refers to the anticipation, recognition, evaluation and control of hazards or threats arising in or from the airport. Safety and security are a major concern because the timely and safe passage of our passengers and the well-being of the airport community rely on stringent safety and security measures being in place.

STAKEHOLDERS INVOLVED

S1 S2 S3 S4 S5 S7 S8 S9

CAPITALS AFFECTED AND TRADE-OFFS:

M I H S F
+ + + + -

LINK TO STRATEGY AND KEY ENABLERS

Increasing Efficiency Through Digitalisation

LINK TO UN SDGS



HIGHLIGHTS

Development of Airport Compliance Protocols

Airport Compliance Protocols for a total of 21 airports have been developed and submitted to the CAAM for their endorsement in February.

Aerodrome Emergency Exercises implemented

Malaysia Airports returned to the pre-pandemic schedule conducting all the targeted 72 Aerodrome Emergency Exercises. These include 12 full scale exercises, 10 partial exercises, 22 virtual tabletop exercises and 28 building fire drills. All relevant external stakeholders were included in the exercises, enhancing the knowledge and readiness towards emergency preparedness.

Replacement of Airport Fire and Rescue Service (AFRS) vehicles

Malaysia Airports initiated a three-year programme in 2021 to replace aging AFRS fire vehicles at the airports as the vehicles were reaching their maximum lifespan. In 2022, 11 fire vehicles were replaced at the following airports - BTU (2), IPH (2), KBR (2), LMN, MKZ, MYY, SDK and TGG.

Recruitment of AFRS personnel

With the rise in air traffic in 2022, Malaysia Airports recruited 57 new personnel to fill AFRS vacancies to maintain requisite levels of AFRS manpower and Rescue and Fire Fighting capabilities. The recruitment of new personnel is in addition to

the internal training and reskilling efforts to redeploy Aviation Security staff to the AFRS in the previous year.

On-going Airport Safety and Security Initiatives Audits and Assessments

Safety Management Systems Assessments and Security Audits were conducted regularly at airports to assess compliance with Standards and Recommended Practices and to identify areas for potential improvement.

KUL Airside Safety Committee meetings

The committee meets quarterly to discuss safety issues at the airside.

Runway inspections and surveillance

On-site inspections were conducted regularly by the Runway Safety Teams to ensure compliance with runway safety SARPs. In addition, Malaysia Airports continues to deploy the Foreign Object Debris Detection System (FODDS) following the installation of high precision FODDS radars at KUL in 2021. This enhances the accuracy and efficiency of runway safety surveillance as the smallest FOD items such as rice grains, pebbles and wildlife can be swiftly detected.

Wildlife strikes

Existing mitigation measures to reduce bird strikes continued to be practised to ensure the incidence rate remained within acceptable level of safety performance.

KEY PERFORMANCE INDICATORS AND TARGETS

Key Performance Indicators

	2022	2021	2020
Number of Aerodrome Emergency Exercises conducted	72	21	11
Percentage of targeted safety exercises completed (%)	100	100	12
Number of Safety Management System Certified Airports	16	16	16

MATERIAL MATTERS

M5

ECONOMIC PERFORMANCE

Economic Performance refers to the economic value generated and distributed by Malaysia Airports. As a public-listed entity, our primary responsibility is to create shared value for our stakeholders. Our economic performance is crucial to the existence of the business and the interests of our stakeholders which include healthy economic returns, continued employment and business opportunities.

<p>STAKEHOLDERS INVOLVED</p> <p>S1 S2 S3 S4 S5 S7 S9</p>	<p>CAPITALS AFFECTED AND TRADE-OFFS:</p> <p>F I H S F</p> <p>+ + + + -</p>
<p>LINK TO STRATEGY AND KEY ENABLERS</p> <ul style="list-style-type: none"> ▶ Driving Aeronautical Recovery ▶ Rejuvenating Commercial and Retail Business ▶ Workflow Transformation ▶ Strengthening International Business ▶ Accelerating Off-Terminal Opportunities 	<p>LINK TO UN SDGs</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>9 INDUSTRY INNOVATION AND INFRASTRUCTURE</p> <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>

HIGHLIGHTS

Generated economic value

In 2022, in line with higher passenger volumes, the Economic Value Generated and Economic Value Distributed were higher than 2021, leading to a positive Economic Value Retained.

Group-wide cost containment measures

Cost containment measures led to Malaysia Airports' total cost reducing by 10.8% YoY or RM98.5 million, despite the increase in passenger traffic by 132.4%. This indicates that

Malaysia Airports has sustained its cost containment despite the increase in passenger traffic.

Bolstered cash position

At end-2022, Malaysia Airports' cash balances and money market investments stood at RM1,939.8 million compared to RM2,311.4 million at end-2021. Cash balances were bolstered by improvement in net cash from operating activities particularly with the improvement in revenues in Malaysia and Türkiye, and sustained core cost containment measures.

KEY PERFORMANCE INDICATORS AND TARGETS

Economic Performance

	2022	2021	2020	Change 2022 vs 2021
	RM 'million			%
Economic Value Generated				
Revenue	3,415.6	*1,883.1	*2,041.0	81.4%
Economic Value Distributed				
Operating costs	(1,231.8)	(915.8)	(1,162.7)	34.5%
Employee wages and benefits	(751.4)	(675.7)	(742.6)	11.2%
Payments to providers of capital	(193.6)	(634.1)	(641.0)	-69.5%
Payments to Government	(214.4)	**190.8	**499.2	>100%
Economic Value Retained	1,024.4	(151.8)	(6.1)	>100%

* The Economic Value Generated includes revenue, other income and share of results of associates and joint ventures

** The distribution to the Government is as a result of tax credits that were largely due to the recognition of the tax recoverable and deferred tax assets

MATERIAL MATTERS

INTEGRITY AND ANTI-CORRUPTION

M6

Integrity and Anti-Corruption refer to upholding ethics and advocating anti-corruption in our everyday conduct across all levels of dealings in the workplace. Corruption in any form has a negative effect on our business and ability to generate value, and also compromises the trust we enjoy in our relationship with stakeholders.

STAKEHOLDERS INVOLVED

S1 S2 S6 S7

CAPITALS AFFECTED AND TRADE-OFFS:

I H F
+ + -

LINK TO STRATEGY AND KEY ENABLERS

Commitment to ESG

LINK TO UN SDGS



HIGHLIGHTS

Anti-Bribery Management System rollout

The implementation of the ISO 37001: 2016 Anti-Bribery Management Systems (ABMS) is rolled out in stages to cover the Group. The participants of Cluster 2 are at preparatory stage - Malaysia Airports (Niaga) Sdn Bhd, Urusan Teknologi Wawasan Sdn Bhd and K.L. Airport Hotel Sdn Bhd. These subsidiaries completed their ABMS manuals during the year and underwent implementation assessments to evaluate the effectiveness, management and readiness of ABMS as steps towards formal ABMS certification.

ABMS training and awareness sessions were also conducted for all subsidiaries to provide information and exposure on ABMS.

Documentation workshops were organised for Cluster 3 participants namely Malaysia Airports Sdn Bhd and MAB Agriculture-Horticulture Sdn Bhd, to prepare them for drafting their ABMS manuals and documentation.

For companies in Cluster 1, Malaysia Airports Holdings Berhad together with MA (Sepang) Sdn Bhd were successfully audited by SIRIM QAS in August 2022 and were recommended for ABMS recertification.

Corruption Risk Assessment

The total number of operations' corruption risk scorecards registered in MAr is 98 and 100% were successfully assessed in 2022. 100% corruption risk assessment and internal controls review of the MAHB Group of companies' operation (excluding foreign operations i.e. ISG and MACS ME).

Online Communications and Training on Anti-Bribery and Corruption

Malaysia Airports has digitalised its annual company-wide pledge. This enables the Group to circulate the pledge online to employees and for employees to acknowledge their Understanding and Compliance to the Anti-Bribery/Corruption laws and regulation, policies and procedures using online means. In addition to the added convenience, the online method offers better tracking and effective monitoring.

Review of corporate Anti-Bribery and Corruption Policy Statement

The Group completed the mandatory review of its corporate Anti-Bribery and Corruption (ABC) Policy Statement to ensure compliance with Bursa Securities' Main Market Listing Requirements and the ISO 37001: 2016 Anti-Bribery Management Systems.

KEY PERFORMANCE INDICATORS AND TARGETS

	2022	2021	2020
Employees briefed on anti-corruption policies*	8,454	8,943	9,313
Number of confirmed incidents of corruption	0	100	12
Number of concerns raised through Whistleblowing Programme	6	1	20

* Management, Executives and Non-Executives

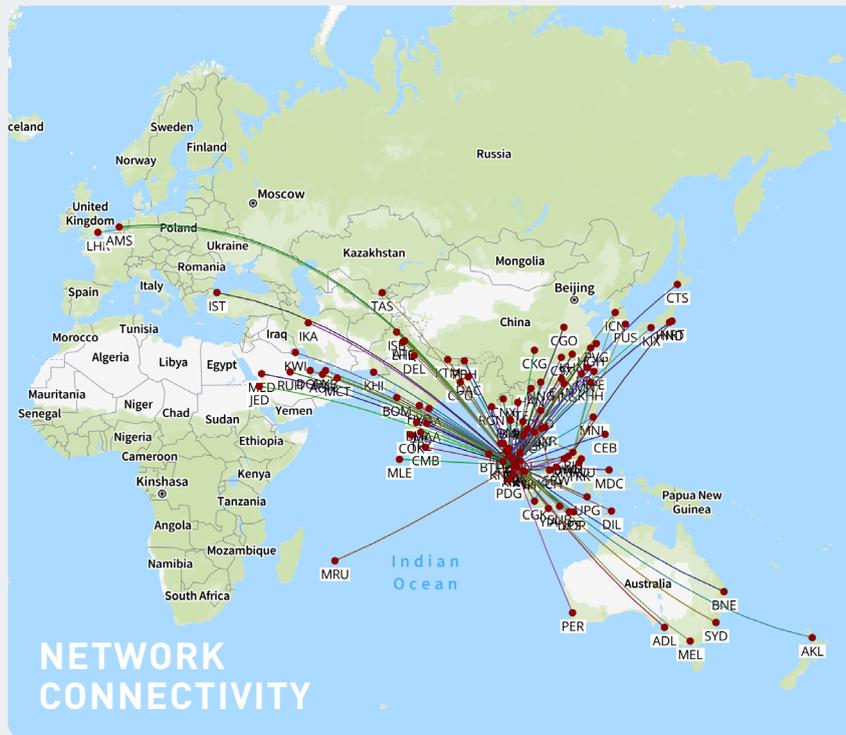
MATERIAL MATTERS

TRANSPORTATION AND CONNECTIVITY

M7

Transportation and Connectivity refer to ground transportation and connectivity for passengers, employees, visitors and suppliers within, to and from the airport. As the airport experience begins before guests even set foot at the airport premises, the ease of getting to the airport is an important factor. The more convenient their journey to the airport, the more likely they will use it.

<p>STAKEHOLDERS INVOLVED</p> <p>S1 S2 S3 S4 S5 S7 S8 S9</p>	<p>CAPITALS AFFECTED AND TRADE-OFFS:</p> <p>F M F</p> <p>⊕ ⊕ ⊖</p>
<p>LINK TO STRATEGY AND KEY ENABLERS</p> <ul style="list-style-type: none"> ▶ Driving Aeronautical Recovery ▶ Strengthening International Business 	<p>LINK TO UN SDGs</p> <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <p>17 PARTNERSHIPS FOR THE GOALS</p>



HIGHLIGHTS

Connection at SAW enhanced
 The metro rail line linking SAW to downtown Istanbul began operations in October providing a fast and convenient connectivity for passengers. SAW is also well connected to downtown Istanbul via highways and is serviced by public transportation including taxis, rental cars, buses and private shuttle buses.

Maintained existing ground network in Malaysia
 The Group has maintained the existing transportation and connectivity network that enables passengers to get to the airports easily. For our main hub at KUL, this includes the Express Rail Link, Light Rail Transit, bus and taxi services, as well as road connectivity for private vehicles through multiple highway links. E-hailing services are also a popular mode of transportation to the airport.

MATERIAL MATTERS

REGULATORY COMPLIANCE

M8

As Malaysia Airports operates within a highly regulated industry, it is imperative that the Group adheres to and complies fully with international and national laws and regulations on aviation as well as regulations promoting environmental, social and governance stewardship.

STAKEHOLDERS INVOLVED

S1 S2 S3 S5

CAPITALS AFFECTED AND TRADE-OFFS:

M I F
+ + -

LINK TO STRATEGY AND KEY ENABLERS

- ▶ Driving Aeronautical Recovery
- ▶ Rejuvenating Commercial and Retail Business
- ▶ Strengthening International Business
- ▶ Accelerating Off-Terminal Opportunities
- ▶ Commitment to ESG

LINK TO UN SDGS



HIGHLIGHTS

Compliance with all applicable laws and regulations

Malaysia Airports has in place a strong governance structure that emphasises adherence to and full compliance with all applicable laws and regulations that relate to all aspects of our operations.

Compliance with new public health measures

In line with prevailing government Standard Operating Procedures (SOPs), Malaysia Airports made the necessary changes to its operations to comply with the SOPs. In addition, to remind airport users of the new regulations, an extensive communications programme was conducted within the airport premises as well as through mainstream and social media to inform the public of the relevant SOPs.

Compliance with anti-competition laws: Malaysia Airports is governed under the provisions of the Malaysian Aviation Commission Act 2015, specifically Part VII of the Act which deals with competition. As the Malaysian Aviation Commission Act 2015 is excluded from the application of the Competition Act 2010, Malaysia Airports is therefore subject to the guidelines issued by MAVCOM relating to Part VII (Competition) of the Malaysian Aviation Commission Act 2015. No legal action was taken against Malaysia Airports for anti-competitive behaviour, anti-trust or monopoly practices in 2022.

KEY PERFORMANCE INDICATORS AND TARGETS

Key Performance Indicators and Targets

	2022	2021	2020
Number of non-compliance with applicable laws or regulations	None	None	None
Amount of fines or non-monetary sanctions in relation to non-compliance	None	None	None

VALUE CREATION MODEL

OUR POSITION IN THE AIRPORT VALUE CHAIN

Within the airport ecosystem, there are many stakeholders whose roles and responsibilities are often inter-connected and co-dependent.

Malaysia Airports as the airport operator is responsible for the operational safety and security, management and maintenance of the airport. Airport services and facilities are divided into two main sections known as the landside (which encompasses all public areas on airport land such as the terminal and carpark) and the airside (aprons, runways and taxiways). Together the landside and airside cover the passengers' journey from arrival at the airport and all the way until they board the aircraft.

Malaysia Airports works with the Civil Aviation Authority of Malaysia (CAAM) to ensure the safety and security of airport operations, particularly at the airside through regulations, oversight and monitoring of the technical and safety standards. The Air Traffic Control under CAAM coordinates aircraft navigation and is responsible for the safe movement of aircraft, including take-offs, landings and taxiing.

Malaysia Airports collaborates with government agencies such as the Immigration Department of Malaysia and Royal Malaysian Customs Department as well as private entities such as airlines and ground handlers at key areas and touchpoints such as check-in, immigration, customs checks, and baggage and ground handling.

Malaysia Airports together with business partners operate a wide range of retail and food and beverage outlets at the airports. In addition, Malaysia Airports also works with transportation providers to provide convenient access for passengers to arrive at the airport by car, taxi, bus and train.

At Malaysia Airports, our vision is to be "A Global Airport Group that Champions Connectivity and Sustainability". We seek to create value for our key stakeholders in a positive and sustainable way.

In our value creation model, we take inputs from

OUR SIX CAPITALS

F Financial

M Manufactured

I Intellectual

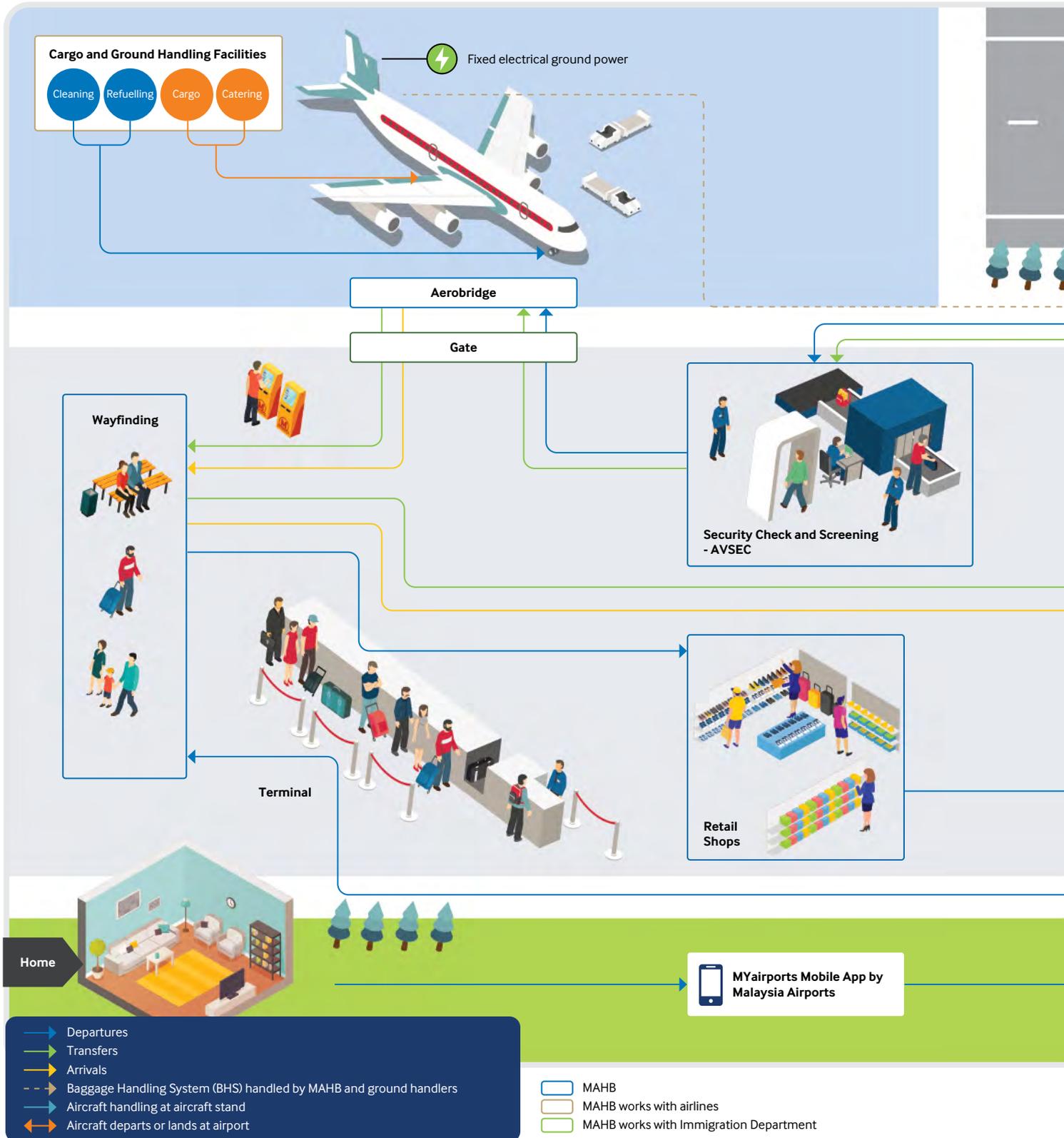
H Human

S Social

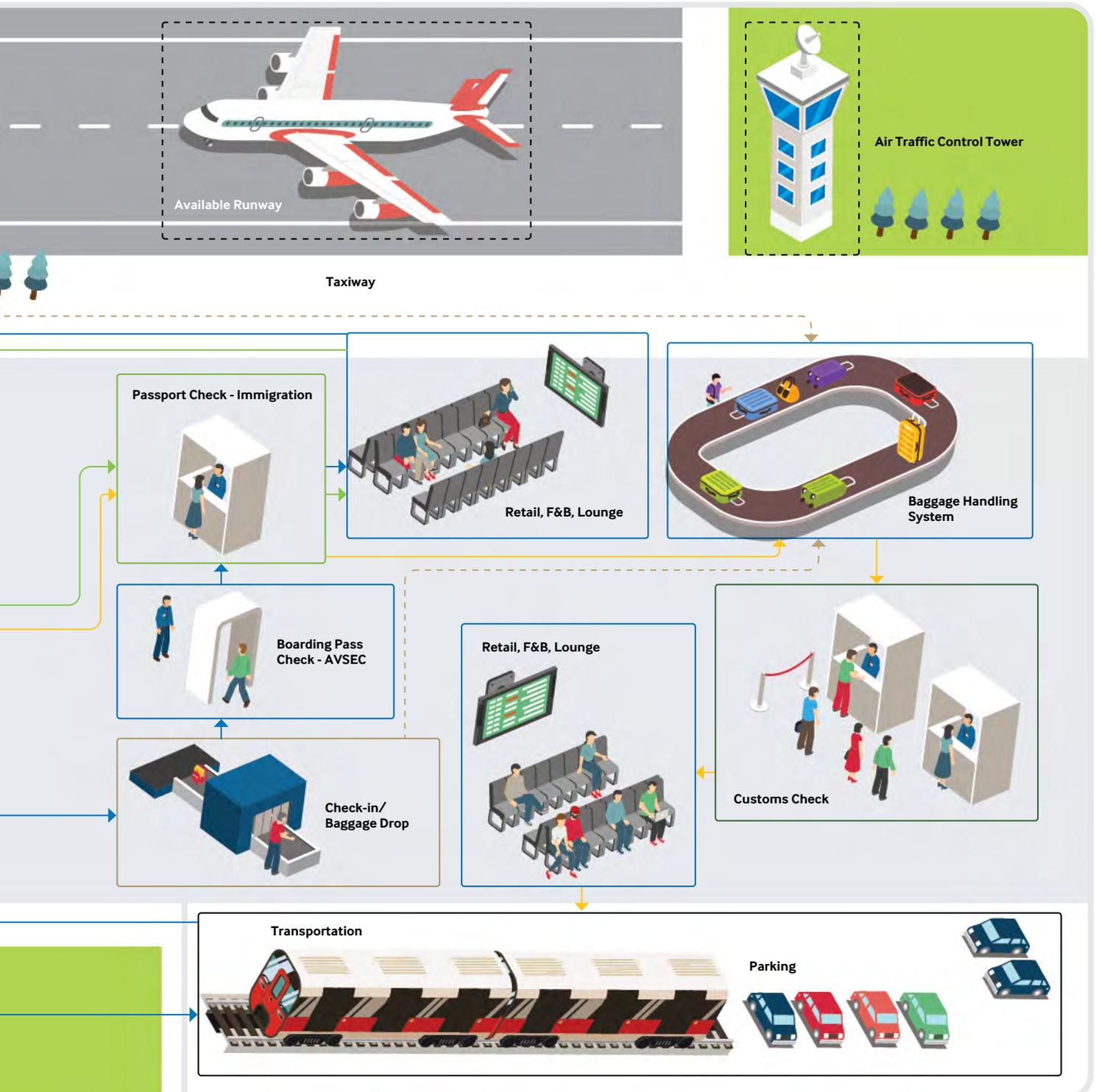
N Natural

We transform them through business activities and interactions to produce outputs and outcomes that over time have the potential to create value for our business and key stakeholders. The operating environment, risks and opportunities as well as feedback from stakeholder engagements are taken into consideration in developing our strategies and action plans towards achieving overall long-term goals, objectives and value creation. Sustainability is embedded in our business as guided by our Sustainability Policy and Sustainability Framework, which are aligned with the United Nations Sustainable Development Goals (SDGs).

VALUE CREATION MODEL



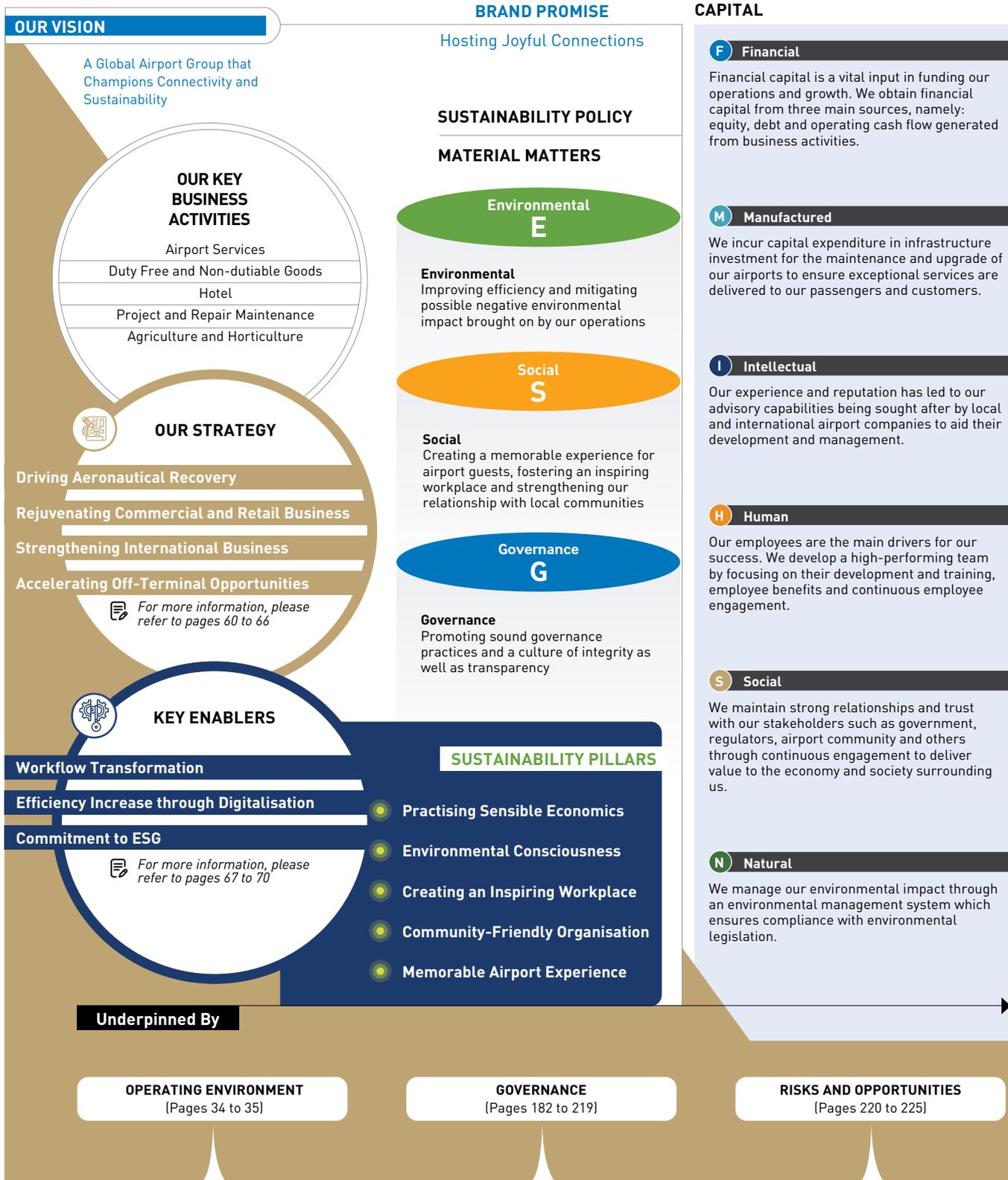
VALUE CREATION MODEL



Note: The illustration above reflects Malaysia Airports' operations in Malaysia only, representing the majority of the airports operated by the Group.

- MAHB works with ground handlers and airline staff
- MAHB works with Royal Malaysian Customs Department
- MAHB works with CAAM

VALUE CREATION MODEL



VALUE CREATION MODEL

OUR INPUT

- Share capital of **RM5,114.3 million**
- Borrowings of **RM5,311.8 million**
- Cash and cash equivalents of **RM1,583.2 million**
- Quoted unit trust and bond investments of **RM728.2 million**

- Terminals, technical facilities, car parks, hotels
- Aprons, taxiways, runways
- **641** retail outlets
- Total investment for property, plant and equipment of **RM1,201.3 million**
- Off-terminal real estate

- Concession rights to operate airports
- IT infrastructure
- Data-driven journey
- Commercial development
- Employee skills and technical expertise
- Stakeholder relationships

- **9,660** employees*
- Customer-centric culture
- Total investment for employee training and development of **RM2.3 million**
- Occupational safety and health

* Includes all subsidiaries

- Proactive engagement and dialogue with stakeholders through a wide range of channels
- Collaborations with stakeholders and government bodies
- Public-private partnerships with government

- Sustainability policy
- Energy management
- Renewable energy
- Waste management
- Noise management
- Biodiversity protection

OUR OUTPUT

- Group Revenue of **RM3,127.0 million**
- Group EBITDA of **RM1,186.3 million**
- Borrowings of **RM4,841.8 million**
- Cash and cash equivalents of **RM1,529.6 million**
- Quoted unit trust and bond investments of **RM410.2 million**

- **85** passenger and cargo airlines
- **744,861** total aircraft movements
- **83.9 million** total passenger movements
- **1,132,952 metric tonnes** total cargo handled
- Retail occupancy rate of **84%** including MA (Niaga) (**81%** excluding MA (Niaga))
- **Aeropolis development** around KUL & SZB

- Efficient business operations
- Safety and security of airports
- Contactless airport technology
- Improved passenger experience
- shopMYairports and shop@SAW e-commerce platforms

- Diversified workforce
- **98.3%** overall retention rate
- **RM751.4 million** spent on employee benefits

- **RM261.3 million** contributed to the government through user fees and taxes
- Brand sentiment score of **0.39**
- Community investment of **RM1.1 million**

- **70.78%* YoY** reduction in carbon emissions
- **20.73% YoY** increase in electricity consumption
- **19,122 MWh** solar power generated
- **4.4%** recycling rate at KUL

* Data is up to FY2021, verified by Airport Council International (ACI) under the Airport Carbon Accreditation (ACA) programme.

OUTCOME FOR OUR STAKEHOLDERS

Investors

- Enhancing shareholder value
- Sustainable growth and earnings

Airlines and Passengers

- High airport connectivity
- Airport Service Quality (ASQ) rank and score
- Enhanced operational efficiency and service levels
- Improved safety and security for enhanced passenger experience
- Enhanced brand equity

Employees

- Highly engaged workforce
- Accountable leaders
- Health, safety and well being of employees

Tenants, Vendors and Local Communities

- Provide affordable transportation connectivity to remote parts of Malaysia
- Contribution to the local economy where we operate
- Provide local employment
- Develop local SME businesses in airports

Regulators and Government

- Contribution to the GDP of the country
- Enhanced health and safety through collaboration with Ministry of Health
- KUL renewed Level 3 Airport Carbon Accreditation certification
- Carbon emission reduction from renewable energy
- Malaysia Sustainable Palm Oil (MSPO) certification for MAAH

STAKEHOLDER ENGAGEMENT
(Pages 36 to 43)

SUSTAINABILITY REVIEW
(Pages 104 to 148)

STRATEGIC PERFORMANCE
(Pages 71 to 103)

INTRODUCTION TO STRATEGY

Malaysia Airports realigned its strategies in 2022 to pivot towards returning to profitability. Emerging stronger from the pandemic, Malaysia Airports is now well positioned to unlock growth opportunities and create value for its stakeholders.

During the COVID-19 pandemic, Malaysia Airports' primary focus was on 'Survival and Recovery' as it faced unprecedented challenges to its business. The Group took immediate and proactive steps in tandem with other airport stakeholders to mitigate the impact of the crisis, ensure financial sustainability, preserve shareholder value, support key business partners and protect the livelihood of its employees. We have also put in place stringent health and safety measures to boost public confidence in the safety of airports, to encourage people to travel in the new normal.

In 2022, we were encouraged by the operating environment and outlook which had evolved following the reopening of borders and loosening of travel restrictions across the globe, especially in Malaysia and Türkiye. In line with the improving business conditions, Malaysia Airports realigned its strategy to transition from the 'Survival and Recovery' phase and pursue a strategy aimed at 'Returning to Profitability'.

'Returning to Profitability' is anchored on four strategic themes namely *Driving Aeronautical Recovery*, *Rejuvenating Commercial and Retail Business*, *Strengthening International Business* and *Accelerating Off-Terminal Opportunities*. Our new strategy is developed by taking into consideration the external environment, risks and opportunities as well as matters that may affect the achievement of strategic objectives and the Group's ability to create value over time.

Three key enablers are also identified that are critical for the success of our strategy - *Workflow Transformation*, *Increasing Efficiency through Digitalisation* and *Commitment to Environmental, Social and Governance (ESG)*.

In the following disclosures, we will discuss in detail all strategic themes and key enablers, each with its own key activities to create value in 2022, short to medium term focus, performance indicators and link to material matters.



OUR STRATEGY

- ▶ **Driving Aeronautical Recovery**
Malaysia Airports focuses to catalyse traffic recovery and enhance network connectivity through strategic collaboration with airlines and other stakeholders.
- ▶ **Rejuvenating Commercial and Retail Business**
Malaysia Airports strives to enhance its non-aeronautical business through the revitalisation of commercial offerings and spaces at its airports as well as the rejuvenation of Eraman's brand and outlets.
- ▶ **Strengthening International Business**
Malaysia Airports aims to strengthen its international presence by exploring opportunities to unlock new revenue streams and improve business performance.
- ▶ **Accelerating Off-Terminal Opportunities**
Malaysia Airports as an economic developer focuses on creating a synergistic airport-aeropolis ecosystem including the master development at KUL and SZB which are aligned to key economic sectors namely Aerospace and Aviation, Air Cargo and Logistics, MICE and Leisure as well as Green and Technology.



KEY ENABLERS

- ▶ **Workflow Transformation**
Malaysia Airports focuses on simplifying and streamlining processes to enhance process efficiencies, optimise costs as well as increase productivity and work quality.
- ▶ **Efficiency Increase through Digitalisation**
Malaysia Airports aspires to transform our airports with leading-edge technological innovations to improve operational efficiency, airport experience as well as safety and security.
- ▶ **Commitment to ESG**
Malaysia Airports continues to strengthen the adoption of Environmental, Social and Governance (ESG) practices and considerations throughout its business to create and deliver long-term value to its stakeholders.

OUR STRATEGY

DRIVING AERONAUTICAL RECOVERY

Malaysia Airports focuses to catalyse traffic recovery and enhance network connectivity through strategic collaboration with airlines and other stakeholders.

STRATEGIC KEY FOCUS AREAS

- 1) Catalyse traffic recovery and enhance network connectivity.

KEY ACTIVITIES TO CREATE VALUE IN 2022

Catalyse traffic recovery and enhance network connectivity

- Extended the Network Reconnecting Programme to facilitate, assist and encourage airlines to resume their services to and from Malaysia.
- Established partnerships with strategic airlines to accelerate their operational plans and improve connectivity.
- Collaborated with Batik Air Malaysia and Firefly to facilitate recovery of operations, hub capacity building as well as establishing local hubs at PEN and BKI to support their route network development.
- Secured commencement of new foreign-based carriers operating into KUL namely Kuwait Airways, Spring Airlines and Lanmei Airlines.
- Focused marketing efforts to attract airlines from key markets namely ASEAN, India, the Middle East, Europe and North Asia while China's borders remain closed throughout the year.

SHORT TO MEDIUM TERM FOCUS

- 1) Collaborate with strategic airline partners to develop and strengthen connectivity into KUL.
- 2) Attract new airlines and expand operations of existing airlines by establishing a new incentive programme that is customised for different airports.
- 3) Strengthen Western connectivity and strengthen KUL's hub position through strategic partnerships with identified airlines.
- 4) Capitalise on seasonal travel demand opportunities to pursue charter services and increase inbound tourism traffic.
- 5) Establish a national level committee with key stakeholders to strengthen Malaysia as a leading aviation hub and tourism destination as well as to expand connectivity to key markets.
- 6) Collaborate with key industry stakeholders such as Tourism Malaysia, State Tourism Organisations, hotels and airlines to promote travel and tourism into Malaysia.

PERFORMANCE INDICATORS

		FY2022	FY2021
Passenger Movements (million)	MY	52.7	10.7
Commercial Aircraft Movements	MY	549,473	235,351

CAPITALS AFFECTED



LINK TO MATERIAL MATTERS



OUR STRATEGY

REJUVENATING COMMERCIAL AND RETAIL BUSINESS

Malaysia Airports strives to enhance its non-aeronautical business through the revitalisation of commercial offerings and spaces at its airports as well as the rejuvenation of Eraman's brand and outlets.

STRATEGIC KEY FOCUS AREAS

- 1) Revitalise commercial offerings and spaces at airports to enhance non-aeronautical revenue and improve passenger experience.
- 2) Improve retail profile and offerings by rejuvenating Eraman's brand and outlets.
- 3) Tap new opportunities and unlock additional revenue streams.

KEY ACTIVITIES TO CREATE VALUE IN 2022

Revitalise commercial offerings and spaces at airports to enhance non-aeronautical revenue and improve passenger experience

- Launched new outlets at KLIA including The Coffee Bean and Tea Leaf, 4Fingers and KyoChon at Terminal 1, as well as Costa Coffee at Terminal 2 to enhance commercial offerings for passengers.
- Reopened KFC, McDonald's and Grandmama's at KLIA Terminal 1 with a new and refreshed design to provide an improved experience for passengers.
- Relunched Heinemann Duty Free at KLIA Terminal 2 with a bright and open layout to offer exciting duty free offerings for passengers.
- Reopened McDonald's outlet at PEN with a refreshed outlet design for an improved passenger experience which also provides convenient access to non-travellers.
- Launched the first Sense of Malaysia outlet at LGK to promote local artisanal products under the HIMPUN and KUEHKITA brands.
- Launched the first 4Fingers outlet in Sarawak at KCH to draw footfall from passengers and the surrounding community as well as the first Noodles outlet in East Malaysia at BKI.

Improve retail profile and offerings by rejuvenating Eraman's brand and outlets

- Launched new outlets at Eraman's Food Garden at KLIA Terminal 1, featuring a diverse mix of local and international cuisines including PastaMania, O'Brien's, Dunkin' Donuts, TGM by Plaza Premium, Asian Noodles and Little Wok.
- Expanded Eraman's retail footprint through the opening of a multi-brand perfumes and cosmetics outlet at KLIA Terminal 1 and a new emporium for perfumes and cosmetics as well as chocolates at PEN.

Tap new opportunities and unlock additional revenue streams

- Expanded omni-channel capabilities on the shopMYairports e-commerce platform to enable sales of duty free products through online pre-orders and collection at the airport.
- Encouraged sales and drove spending through 'Are You The Goldenaire' online shopping campaign and various on-ground activations including festive booth set-ups to drive footfall such as the Tunku Abdul Rahman exhibition during Merdeka month.
- Assisted retailers with the opening of pop-up stores and promotional outposts at strategic locations whilst awaiting the commencement of their outlets.
- Extended F&B sales channel to provide delivery of Food Garden KLIA and Marrybrown F&B products to customers within the surrounding area of KLIA to generate more revenue.
- Expanded Eraman's e-Commerce channel to Shopee under its Digital Platform initiative other than shopMYairports and Lazada for retail Duty Paid products.

OUR STRATEGY

REJUVENATING COMMERCIAL AND RETAIL BUSINESS

SHORT TO MEDIUM TERM FOCUS

- 1) Accelerate mobilisation of new outlets as part of the Commercial Reset initiative to refresh commercial offerings at the airports.
- 2) Rezone duty free areas at the airports to raise the retail profile and real estate value to enhance the shopping experience for passengers as well as drive sales.
- 3) Revitalise Eraman’s brand and outlets by refreshing existing outlets as well as opening new outlets.
- 4) Digitalise Eraman’s outlets to include self-service checkouts at duty free outlets, integration with EZPaz and personalised offerings to passengers.
- 5) Collaborate with brands to create experiential activations including interactive digitalisation, product launches, multisensory pop-ups and cross-selling promotions to drive sales.

PERFORMANCE INDICATORS

		FY2022	FY2021
Commercial Revenue (RM million)	KLIA Terminal 1	179.4	74.1
	KLIA Terminal 2	54.4	20.3
	Other airports in Malaysia	79.1	28.6
Non-Aeronautical Revenue (RM million)	Group	1,206.5	668.5
Spend per Passenger (RM)	KLIA Terminal 1	40.0	32.3
	KLIA Terminal 2	18.7	14.3
Retail Duty Free Revenue (RM million)	Eraman	266.6	39.9
Retail Duty Free EBITDA (RM million)	Eraman	29.3	-40.4

CAPITALS AFFECTED



LINK TO MATERIAL MATTERS



OUR STRATEGY

STRENGTHENING INTERNATIONAL BUSINESS

Malaysia Airports aims to strengthen its international presence by exploring opportunities to unlock new revenue streams and improve business performance.

STRATEGIC KEY FOCUS AREAS

- 1) Drive aeronautical and non-aeronautical revenue to improve business performance.
- 2) Elevate the airport experience at SAW for a seamless and memorable journey.

KEY ACTIVITIES TO CREATE VALUE IN 2022

Drive aeronautical and non-aeronautical revenue to improve business performance

- Secured the commencement of 2 new airlines operating into SAW namely Iraqi Airways and Air Arabia Abu Dhabi.
- Expanded SAW's network by introducing direct connectivity to new international destinations namely Milan in Italy, Budapest in Hungary, Helsinki in Finland, Nur-Sultan in Kazakhstan, Yerevan in Armenia as well as Ganja and Baku in Azerbaijan.
- Completed the 'BusGate Project' which converted 8 domestic gates at SAW to international gates to accommodate increased international passenger movements and enhance non-aeronautical revenue from additional commercial areas.
- Launched 'ISG Portpal', Türkiye's first airport loyalty programme to encourage passengers and airport employees to spend and enjoy exclusive offers and benefits at SAW.
- Introduced a digital voucher system which supports the cross sales among different F&B outlets, retail and duty free outlets at SAW to encourage and drive spending.

Elevate the airport experience at SAW for a seamless and memorable journey

- Launched the Pendik-Sabiha Gökçen Metro station at SAW which provides a convenient metro link between the airport and downtown Istanbul.
- Introduced paperless boarding at SAW for passengers travelling with Anadolu Jet to reduce queuing times at check-in counters and increase dwell time for passengers.
- Launched 'ISG Recommends' which offers travel packages and promotes personalised products and services for passengers at SAW.
- Provided free Wi-Fi connectivity through the Sabiha Gökçen Mobile App to improve the airport experience for passengers at SAW.

SHORT TO MEDIUM TERM FOCUS

- 1) Attract the commencement of new airlines and destinations at SAW through the revision of existing incentive programme and targeted marketing at identified regions via catchment area analyser tool.
- 2) Embark on virtual interlining services at SAW to improve connectivity and enhance airport experience for passengers.
- 3) Capitalise on the Pendik-Sabiha Gökçen Metro station at SAW to enhance non-aeronautical revenue from the unlocking of additional retail space.
- 4) Enhance retail business by optimising and realigning retail space at SAW to increase footfall.
- 5) Explore opportunities for new businesses including baggage wrapping and valet services at SAW to improve business performance.

OUR STRATEGY

STRENGTHENING INTERNATIONAL BUSINESS

KEY PERFORMANCE INDICATORS

		FY2022	FY2021
Passenger Movements (million)	SAW	31.2	25.4
Commercial Aircraft Movements	SAW	195,388	177,154

CAPITALS AFFECTED



LINK TO MATERIAL MATTERS



ACCELERATING OFF-TERMINAL OPPORTUNITIES

Malaysia Airports as an economic developer focuses on creating a synergistic airport-aeropolis ecosystem including the master development at KUL and SZB which are aligned to key economic sectors namely Aerospace and Aviation, Air Cargo and Logistics, MICE and Leisure as well as Green and Technology.

STRATEGIC KEY FOCUS AREAS

- 1) Enhance Aeropolis development and unlock revenue potential around KUL and SZB.

KEY ACTIVITIES TO CREATE VALUE IN 2022

Enhance Aeropolis development and unlock revenue potential around KUL and SZB

- Secured an investor-friendly 99-year lease with the Government of Malaysia effective 17 November 2022 for the KLIA Aeropolis development on 41 lots of land measuring over 8,537 acres.
- Completed and launched Phase 3 of Mitsui Outlet Park KLIA Sepang, which is now the largest outlet mall in Southeast Asia with a total gross development area of 162,500 square metres (sqm) and retail space of 40,800 sqm.
- Secured the expansion and construction of Collins Aerospace’s new Maintenance, Repair and Overhaul (MRO) facility of 164,837 square feet (sqft) at Subang Aerotech Park, targeting commencement in 2025.

SHORT TO MEDIUM TERM FOCUS

- 1) Undertake the regeneration of SZB focusing on 3 segments namely Aerospace Ecosystem, Business Aviation and City Airport, aimed to transform SZB into an integrated mixed development comprising a smart city airport together with terminal-linked commercial and high value aerospace industries.
- 2) Establishment of KLIA Asia Pacific MRO Hub via the development of the second Aeronautical Support Zone at KLIA for large-scale aircraft MRO.

OUR STRATEGY

ACCELERATING OFF-TERMINAL OPPORTUNITIES

PERFORMANCE INDICATORS

	FY2022	FY2021
Attraction of Foreign Direct Investment (FDI) of global aerospace operators at Subang Aerotech Park	<p>In February 2022, secured Collins Aerospace MRO facility at SZB to serve growing ATR fleets in Asia Pacific. Collins Aerospace is a subsidiary of the top 3 largest aerospace manufacturers, Raytheon Technologies.</p> <p>Gross Floor Area: 164,837 sqft FDI: RM16 million*</p>	<p>In November 2021, secured Dassault Aviation's Asia 'Centre of Excellence' for MRO at SZB, operated by ExecuJet MRO Services (ExecuJet). Dassault Aviation is one of the 4 business jet Original Equipment Manufacturer (OEM).</p> <p>Gross Floor Area: 186,243 sqft FDI: RM100 million*</p>

Note: FDI figures are based on external press releases or media publications.

CAPITALS AFFECTED



LINK TO MATERIAL MATTERS



KEY ENABLERS

WORKFLOW TRANSFORMATION

Malaysia Airports focuses on simplifying and streamlining processes to enhance process efficiencies, optimise costs as well as increase productivity and work quality.

STRATEGIC KEY FOCUS AREAS

- 1) Drive process efficiencies through the Workflow Transformation Programme.

KEY ACTIVITIES TO CREATE VALUE IN 2022

Drive process efficiencies through the Workflow Transformation programme

- Simplified processes and eliminate non-value added operations to improve productivity and enhance organisational efficiency.
- Clarified and streamlined roles and responsibilities across various subsidiaries and divisions to avoid overlap and duplication of work.

SHORT TO MEDIUM TERM FOCUS

- 1) Introduce a standardised passenger reconciliation process to eliminate bottlenecks in data gathering, information sharing and decision making among stakeholders.
- 2) Accelerate commercial tenant acquisition by establishing a 'Fit In-Fit Out' process to reduce the time between signing of tenancy agreements and commencement of outlet operations.
- 3) Enhance the customised procurement process flow and consolidate multiple databases into a single-source inventory to improve off-terminal revenue streams.
- 4) Enhance organisational efficiencies by streamlining security screening processes, strategising resource equipment and enhancing project management structure.

PERFORMANCE INDICATORS

	FY2022	FY2021
• Total Financial Impact (RM million)	51.0	132.4
• Total Cost Savings (RM million)	5.7	124.4
• Total Cost Avoidance (RM million)	29.6	5.8
• Cost Cost Efficiency (RM million)	2.5	2.2
• Revenue (RM million)	13.2	0.11
Total Trained Employees on Lean Six Sigma methodology		
• Yellow Belt/Lean Practitioner	309	301
• Green Belt	18	53
• Black Belt	0	0
Total	327	354
Total Trained Employees on Design Thinking & Agile methodologies		
• Intermediate	73	202
• Practitioner	6	23
Total	79	225

CAPITALS AFFECTED



LINK TO MATERIAL MATTERS



KEY ENABLERS

EFFICIENCY INCREASE THROUGH DIGITALISATION

Malaysia Airports aspires to transform our airports with leading-edge technological innovations to improve operational efficiency, airport experience as well as safety and security.

STRATEGIC KEY FOCUS AREAS

- 1) Adopt latest technological innovations through digital services and contactless touch points to increase operational efficiency towards seamless passenger journey as well as enhanced airport experience.
- 2) Enhance readiness and capabilities of airport safety and security while boosting productivity.

KEY ACTIVITIES TO CREATE VALUE IN 2022

Adopt latest technological innovations through digital services and contactless touch points to increase operational efficiency towards seamless passenger journey as well as enhanced airport experience

- Rebranded the biometric facial recognition system at KUL as EZPaz and rolled out the system to Malaysia Airlines' and AirAsia's domestic flights, which enhances airport security with the use of biometric data and delivers an enhanced seamless experience for passengers.
- Enhanced and relaunched the MYairports mobile app, which incorporates new and refreshed capabilities such as EZPaz enrolment, outdoor wayfindings maps and booking services.
- Embarked on the Airport Collaborative Decision Making (A-CDM) that integrates airport operations with air traffic control, airlines and ground handlers via a unified platform to increase operational efficiencies at KUL. A Memorandum of Understanding (MoU) between Malaysia Airports and key stakeholders companies has also been established.
- Replaced the network infrastructure at KUL to mitigate risks on network design as well as upgraded network security for the Baggage Handling System (BHS) at KLIA Terminal 2.

Enhance readiness and capabilities of airport safety and security while boosting productivity

- Embarked on the state-of-the-art Airport Integrated Security and Safety System (AIS3) at KUL which includes the enhancement of existing systems and the utilisation of artificial intelligence (AI) to improve overall safety, security and surveillance capabilities.
- Migrated to Google Workspace, a cloud-based business productivity solution to enable a more enhanced, flexible and seamless collaboration as well as facilitating the Group's digital transformation journey.

SHORT TO MEDIUM TERM FOCUS

- 1) Drive operational efficiency and productivity by harnessing the power of data with Data Driven Journey, Artificial Intelligence Operations and the full implementation of A-CDM at KUL.
- 2) Elevate passenger experience by extending Self-Service Bag Drop (SSBD) at KUL and LGK and expand the adoption of EZPaz kiosks and eGates for international flights at KUL.
- 3) Strengthen the core infrastructure by leveraging on 5G coverage readiness and continuous improvement on the network infrastructure for Wi-Fi and fibre replacement.
- 4) Enhance readiness and capabilities against cybersecurity threats, physical threats besides other emergencies with the full implementation of the AIS3 at KUL as well as executing the next level of Cybersecurity Acceleration Programme.

KEY ENABLERS

EFFICIENCY INCREASE THROUGH DIGITALISATION

PERFORMANCE INDICATORS

	FY2022	FY2021
MYairports Mobile App		
Total Downloads	20,687	5,992
Total Registered Users	12,393	434
shopMYairports		
Total Registered Users	10,139	4,764

CAPITALS AFFECTED



LINK TO MATERIAL MATTERS



COMMITMENT TO ESG

Malaysia Airports recognises the importance of incorporating Environmental, Social and Governance (ESG) considerations into its business to create long-term sustainable value for its stakeholders.

STRATEGIC KEY FOCUS AREAS

- 1) Drive towards a net-zero carbon emissions goal as well hence reduce the environmental impact from business activities.
- 2) Value the relationship with employees by creating an inspiring workplace that promotes diversity, development, safety and transparency; strengthen relationships with our business partners and communities where we operate.
- 3) Promote sound governance practices and a culture of integrity.

KEY ACTIVITIES TO CREATE VALUE IN 2022

Drive towards a net-zero carbon emissions goal as well hence reduce the environmental impact from business activities

- Obtained the renewal of KUL's Level 3 Airport Carbon Accreditation (ACA) certificate by Airports Council International (ACI) as an acknowledgement of efforts in transitioning towards a sustainable, low-carbon future.
- Increased solar energy generation for six airports namely KUL, PEN, BKI, LGK, KUA and MKZ due to the increased usage of renewable energy leading to a reduction in carbon emissions.

Value the relationship with employees by creating an inspiring workplace that promotes diversity, development, safety and transparency

- 54.5% of the total Board members and 35% of the total Group's workforce are female.
- Reflected a high level of safety in the workplace indicated by Occupational Safety and Health.

Promote sound governance practices and a culture of integrity

- Continued roll out of ISO 37001: 2016 Anti-Bribery Management Systems to Group subsidiaries, while the holding company and MA (Sepang) Sdn Bhd were recertified.
- Completed 100% of the corruption risk assessment in line with Malaysia Airports Risk Scorecard (MARs) system.

KEY ENABLERS

COMMITMENT TO ESG

SHORT TO MEDIUM TERM FOCUS

- 1) Establish the Environmental Masterplan 2.0 approach which will be adopted to effectively reduce carbon emissions, prioritising on Scope 1 and 2 since these are within Malaysia Airports' direct control and influence.
- 2) Establish the Sustainability Framework and address climate change by transitioning the current sustainability reporting towards reporting our performance with regards to environmental, social and governance indicators and targets.
- 3) Develop and roll out strategy as well as roadmap towards net zero carbon emissions.

PERFORMANCE INDICATORS

Key Performance Indicators		FY2022	FY2021
Environmental			
Energy Consumption (kWh/passenger)	Airports in Malaysia	8.0	32.6
	SAW	1.6	3.0
Solar Power Generated (MWh)	KUL	14,172	15,997
Total Waste Generated (kg/passenger)	KUL	0.12	0.68
	SAW	0.17	0.24
Recycling Rate (%)	KUL	4.4	6.3
	SAW	75.6	49.5
Cost Savings from Using Green Energy (RM million)	Airports in Malaysia	1.46	1.2
Social			
Community Investment (RM)	Group	1,120,479	1,279,816
Occupational Accident Rate			
Incident Rate	MY	0.45	0.54
	SAW	7.00	7.00
Frequency Rate	MY	0.18	0.22
	SAW	0.054	0.024
Severity Rate	MY	5.13	1.55
	SAW	2.72	2.41
Governance			
Employees briefed on anti-corruption policies*	Group	8,454	8,943

Note: *Management, Executive and Non-Executive

CAPITALS AFFECTED



LINK TO MATERIAL MATTERS



FINANCIAL REVIEW

REVIEW OF FY2022 FINANCIAL PERFORMANCE AND MEASURES

FINANCIAL PERFORMANCE

Overall return to profitability, and first year of profits at SAW

Revenues

For the financial year ended 31 December 2022 (FY2022), Malaysia Airports recorded revenue of RM3,127.0 million, 86.9% higher YoY. This was due to an over two-fold increase in passenger movements to 83.9 million passengers largely as a result of the reopening of Malaysia's international borders in April, followed by the rollback on travel restrictions for most travellers to Malaysia by August and further resumption of airline services and connectivity.

On a segmental basis, revenue from airport operations increased significantly by 95.3% YoY to RM2,863.8 million. Aeronautical segment revenue increased by 107.7% YoY to RM1,657.4 million, buoyed by the increase in passenger movements.

Non-aeronautical segment revenue also increased significantly by 80.5% YoY to RM1,206.5 million due to better contribution of commercial revenue from both Malaysia and Türkiye operations.

Revenue from non-airport operations increased YoY by 27.5% to RM263.2 million due to higher revenue from project and repair maintenance and hotel businesses.

On a geographical basis, Malaysia operations had seen a significant 152.7% YoY increase in revenue to RM1,703.0 million, while revenue from operations in Türkiye grew 45.7% to RM1,325.7 million. Operations in Qatar recorded a 10.4% YoY increase in revenue RM98.4 million.

EBITDA

Malaysia Airports reported EBITDA of 1,186.3 million in FY2022, a significant improvement from FY2021 of more than four-fold.

EBITDA for operations in Malaysia recorded positive EBITDA of RM233.9 million in FY2022 compared to negative RM450.6 million in FY2021. Türkiye operations reported a YoY increase of 41.9% in EBITDA to RM940.9 million, while Qatar operations recorded an EBITDA of RM11.5 million, a 44% increase over FY2021. The Group's operating cash flow exceeded RM1 billion in FY2022 compared to an operating cash flow surplus of RM262.0 million in FY2021.

Bottom-line

The Group swung back into the black to record a profit before taxation (PBT) of RM184.6 million, compared to a loss before tax (LBT) of RM1,040.9 million in the prior year. This was driven by higher revenue, reduction in utilisation fees and better share of results from associates and joint ventures.

Malaysia operations recorded a LBT of RM263.2 million, a 66.1% improvement compared to LBT of RM777.5 million in FY2021. Our operations in Türkiye recorded its first year of profits with PBT of RM436.8 million, compared to LBT of RM270.0 million in FY2021. Qatar operations recorded a PBT of RM11.0 million which was 66.7% higher than the previous year.

FINANCIAL REVIEW

Share of results of associates and joint ventures

The share of results from associates recorded a profit of RM16.8 million, an improvement of RM22.0 million compared to losses of RM5.2 million recorded in 2021. This includes share of profits from MFMA Sdn Bhd, Kuala Lumpur Aviation Fuelling System Sdn Bhd and Alibaba KLIA Aeropolis Sdn Bhd of RM17.7 million, RM6.3 million and RM2.9 million respectively. However, this was offset by the share of losses from Cooling Energy Supply of RM10.1 million.

Our share of joint venture profits was RM12.2 million in 2022, compared to losses of RM7.3 million in 2021. This was largely due a turnaround at Segi Astana Sdn Bhd which contributed a share of profits of RM4.1 million compared to losses of RM15.0 million the previous year. Airport Cooling Energy Supply Sdn Bhd returned a slightly higher share of profit of RM8.1 million as compared to RM7.7 million in 2021.

Financial measures

Setting a strong foundation for enhancing earnings and future growth

In line with the increase in passenger traffic, Malaysia Airports' financial measures in FY2022 set a strong foundation to enable the Group to pursue two main objectives – first, enhance earnings and returns to shareholders and secondly, enable the Group to aggressively pursue future growth. This was achieved on the back of its success in securing a reduction in utilisation fees, sustaining the lower cost base achieved from pandemic-related measures and lowering funding costs.

Reduction in utilisation fees

Malaysia Airports secured the agreement of the Government of Türkiye to reduce the deferred utilisation fee for the SAW concession by EUR 116.7 million. When the pandemic hit in 2020, the Government of Türkiye had initially agreed to defer the payment of the utilisation fee for that year. However, with the agreed fee reduction, this cushions the impairment charge that the Group had made for the concession in FY2020. The Group has paid the remaining deferred utilisation fee together with interest amounting to EUR120.2 million in December 2022.

Accessing funding

For FY2022, Malaysia Airports' credit ratings were reaffirmed at AAA by RAM Holdings Berhad (RAM) and A3 by Moody's. Moody's however, upgraded its outlook on Malaysia Airports to 'Stable' in August 2022, from 'Negative' previously.

Malaysia Airports had maintained its ratings despite the unfavourable operating environment throughout the pandemic. In addition, the Moody's upgrade of its outlook to 'Stable' was secured while the Group was in the red. This reflects the confidence of the financial markets in Malaysia Airports' strong fundamentals, business direction, track record of prudent financial management and the strategic importance of its role as the sole operator of all 39 government-owned airports in Malaysia.

The confidence of funders also enabled Malaysia Airports to tap debt markets in April 2022 by issuing RM800.0 million Senior Sukuk Wakalah pursuant to the RM5.0 billion Sukuk Wakalah Programme initiated in 2021. The new tranches of Senior Sukuk Wakalah received overwhelming demand from investors, chalking up a final bid-to-cover ratio of more than 3.5 times the final issue size. The issuance comprised two tranches – a 3-year RM500.0 million tranche and a 5-year RM300.0 million tranche with profit rates of 3.79% p.a. and 3.98% p.a. respectively. The fresh funds were used to retire an earlier tranche of funding which carried a higher coupon rate of 4.68% p.a.

As a result of the timely issuance of the new tranches, Malaysia Airports' average ringgit funding rates have moved down from 4.53% p.a. to 4.29% p.a. The Group is also cushioned from the increase in interest rates by Bank Negara Malaysia as the Group's funding is locked in at fixed rates.

The Sukuk funding is a key enabler for the Group's business growth plans and strategies moving forward. It will also be applied towards retiring existing sukuk falling due, to take advantage of longer tenors under the current programme.

With regard contingency credit lines, the Group did not obtain additional revolving credit facilities in FY2022. Therefore the revolving credit facilities remain at a total of RM1,325 million, out of which RM435 million had been drawn down while RM890 million was unutilised at the end of FY2022.

Therefore as at end-2022, undrawn credit lines amounted to RM7,590 million.

FINANCIAL REVIEW

Sustaining core costs at a lowered base

In FY2022, Malaysia Airports focused its efforts to sustain its core operating costs at a lowered base. Prior to this in FY2021, the Group had lowered core operating costs to a lower sustainable base with the view that a leaner cost structure will enable the Group to return to profitability quicker and sustain profits at a higher rate. Core operating costs are staff costs, utilities, maintenance and other administrative expenses.

In FY2022, our efforts to innovate, rethink and reimagine our operations and cost structures continue to show encouraging results. Core operating costs were moderately higher by 15.0% or RM204.7 million to meet the operational requirements of the increase in passenger traffic of 132.4%. This demonstrates the sustainability of our earlier efforts to rebase core costs to a lowered based.

Cash Position

At end-2022, Malaysia Airports' cash balances and money market investments stood at RM1,939.8 million compared to RM2,311.4 million at end-2021. Cash balances remained strong from improvement in net cash from operating activities. Cash on hand for Malaysia operations stood at RM712.2 million while for operations in Türkiye, cash on hand amounted to RM1,227.7 million.

Capital Strength

As a result of prudent financial management and proactive measures, Malaysia Airports closed the year with a strong balance sheet and a low gearing ratio of 0.39 times which will allow the Group to gear up further if required. By exercising strict financial discipline in maintaining undrawn lines, there is ample liquidity available to fund future growth with total undrawn facilities at end-2022 standing at RM7,590 million.

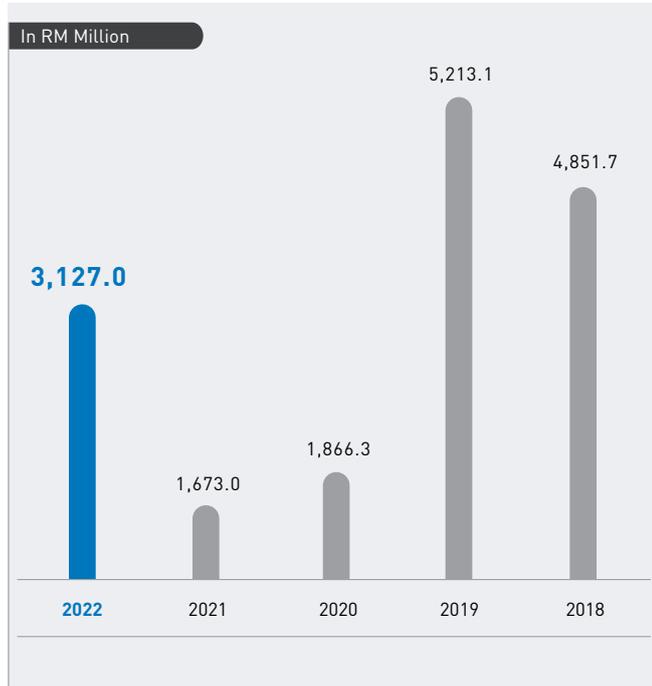
Dividend

The Board had approved the payment of a single-tier final dividend of 3.91 sen per ordinary share, equivalent to a total dividend payout for FY2022 of RM64.7 million.

FINANCIAL REVIEW

FIVE-YEAR FINANCIAL SUMMARY

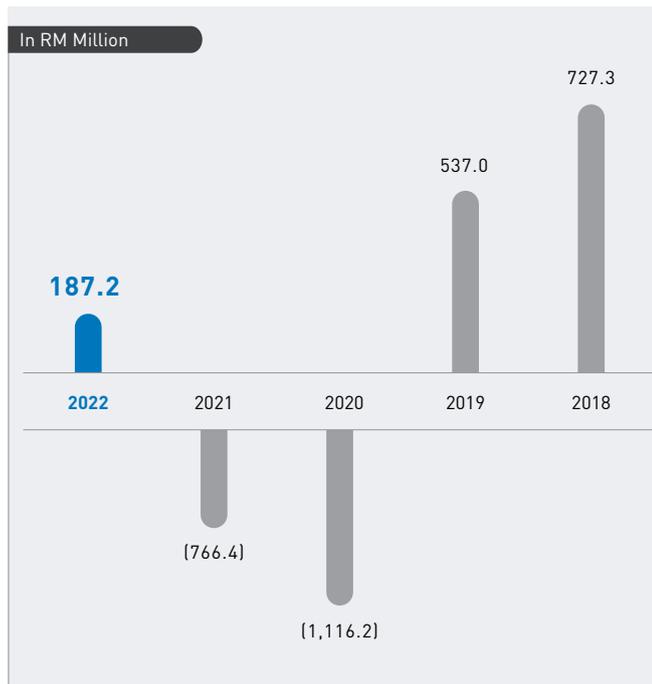
REVENUE



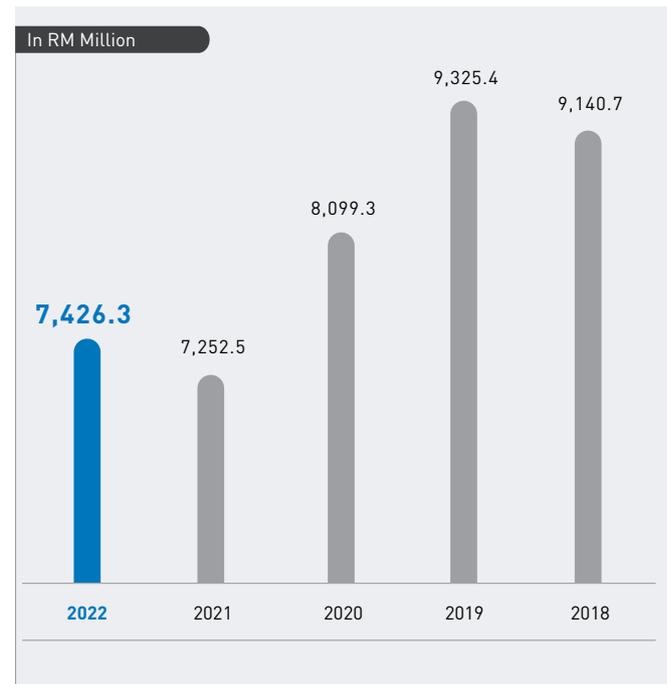
PROFIT/(LOSS) BEFORE TAXATION



PROFIT/(LOSS) FOR THE YEAR



TOTAL EQUITY



FINANCIAL REVIEW

GROUP FIVE-YEAR SUMMARY

CONSOLIDATED STATEMENT OF PROFIT OR LOSS					
For the financial years ended 31 December					
In RM Million	2022	2021	2020	2019	2018
Revenue	3,127.0	1,673.0	1,866.3	5,213.1	4,851.7
Profit/(Loss) before tax and zakat	184.6	(1,040.9)	(1,763.9)	659.2	780.6
Taxation and zakat	2.6	274.5	647.7	(122.1)	(53.3)
Profit/(Loss) for the year	187.2	(766.4)	(1,116.2)	537.0	727.3
Profit/(Loss) attributable to:					
Owners of the Company	187.2	(766.4)	(1,116.2)	537.0	727.3
Profit/(Loss) for the year	187.2	(766.4)	(1,116.2)	537.0	727.3
Earnings per share attributable to equity holders of the Company (sen)					
Basic, for profit/(loss) for the year	7.82	(49.66)	(70.75)	28.90	40.37

CONSOLIDATED STATEMENT OF FINANCIAL POSITION					
For the financial years ended 31 December					
In RM Million	2022	2021	2020	2019	2018
ASSETS					
Non-current assets	16,865.0	17,348.0	17,856.5	17,781.7	18,010.2
Current assets	2,585.0	2,814.6	2,422.4	4,401.0	4,262.9
Total assets	19,450.0	20,162.6	20,278.9	22,182.7	22,273.1
EQUITY					
Share capital	5,114.3	5,114.3	5,114.3	5,114.3	5,114.3
Perpetual sukuk	997.8	997.8	997.8	997.8	997.8
Retained earnings	1,250.7	1,121.0	1,944.9	3,284.7	3,037.4
Hedging reserve	32.6	(19.7)	(36.2)	(18.0)	(24.9)
Foreign exchange reserve	24.7	30.9	74.4	(54.2)	12.0
Other reserves	6.2	8.2	4.1	0.8	4.0
Total equity	7,426.3	7,252.5	8,099.3	9,325.4	9,140.7
Non-current liabilities	9,166.3	9,770.8	10,701.8	9,568.2	10,999.7
Current liabilities	2,857.4	3,139.2	1,477.7	3,289.1	2,132.6
Total liabilities	12,023.7	12,910.0	12,179.6	12,857.3	13,132.4
Total equity and liabilities	19,450.0	20,162.6	20,278.9	22,182.7	22,273.1
Net asset per share (RM)	4.48	4.37	4.88	5.62	5.51

FINANCIAL REVIEW

GROUP QUARTERLY PERFORMANCE

Year 2022 In RM Million	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year 2022
Financial Performance					
Revenue	570.8	689.8	863.6	1,002.8	3,127.0
Profit/(Loss) before tax and zakat	(150.4)	(91.1)	(19.1)	445.2	184.6
Profit/(Loss) net of tax	(104.8)	(58.2)	(9.0)	359.1	187.2
Earnings per share (sen)	(7.17)	(4.37)	(1.42)	20.77	7.82

Year 2021 In RM Million	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year 2021
Financial Performance					
Revenue	336.9	323.4	461.4	551.3	1,673.0
Loss before tax and zakat	(280.5)	(290.5)	(254.9)	(215.0)	(1,040.9)
Loss net of tax	(221.3)	(226.1)	(182.3)	(136.7)	(766.4)
Earnings per share (sen)	(14.19)	(14.49)	(11.86)	(9.11)	(49.66)

FINANCIAL REVIEW

CONSOLIDATED STATEMENT OF PROFIT OR LOSS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

In RM Million	2022	2021
Revenue	3,127.0	1,673.0
Cost of inventories sold	(128.1)	(33.9)
Other income	259.6	222.5
Operating expenditure	(2,072.1)	(1,641.3)
Depreciation and amortisation	(837.2)	(614.6)
Operating profit/(loss)	349.2	(394.3)
Finance costs	(193.6)	(634.1)
Share of results of associates	16.8	(5.2)
Share of results of joint ventures	12.2	(7.3)
Profit/(Loss) before tax and zakat	184.6	(1,040.9)
Taxation and zakat	2.6	274.5
Profit/(Loss) net of tax	187.2	(766.4)
Profit/(Loss) attributable to:		
Owners of the Company	187.2	(766.4)
Earnings per share attributable to equity holders of the Company (sen)		
- Basic, for Profit/(Loss) for the year	7.82	(49.66)

FINANCIAL REVIEW

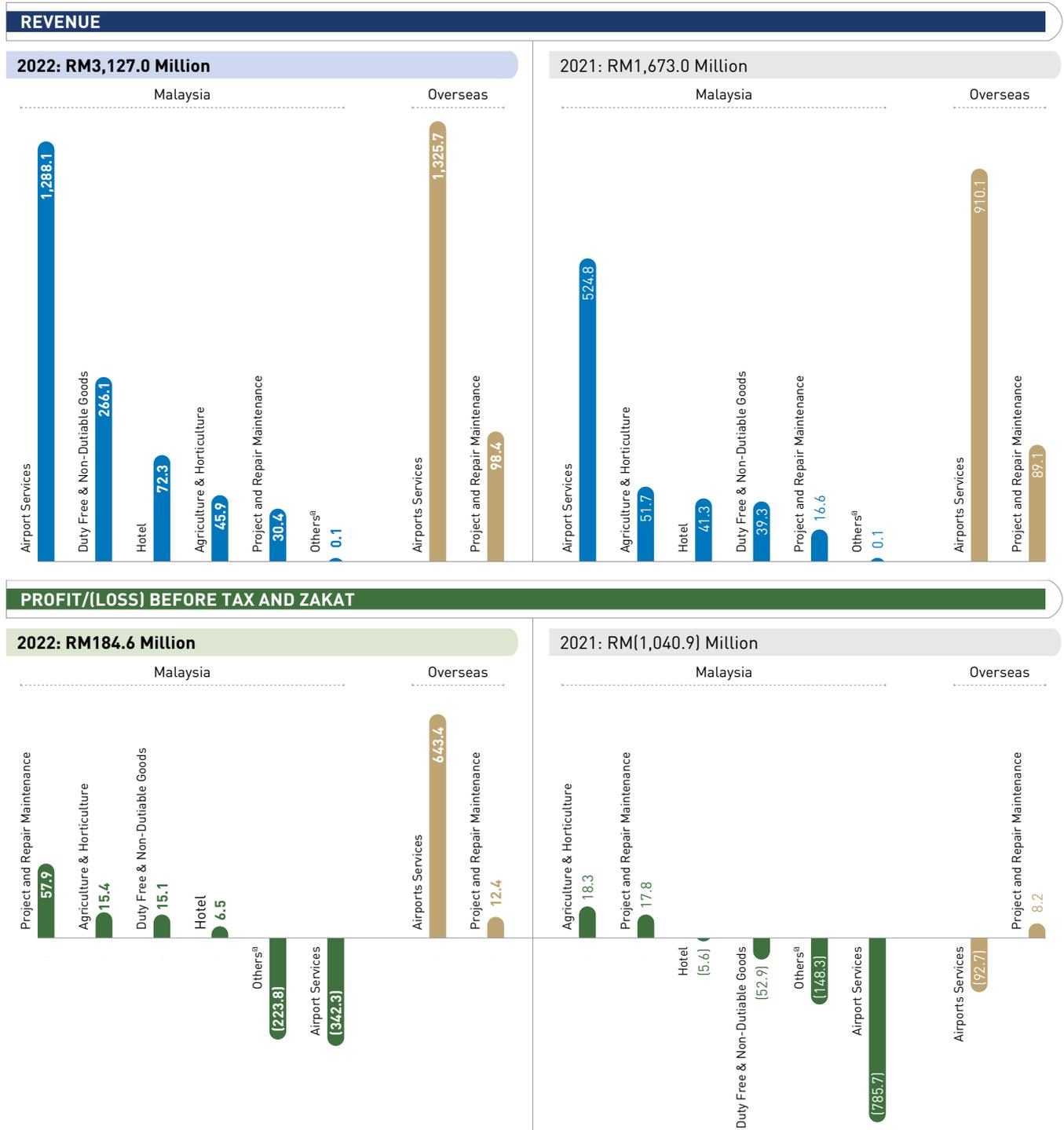
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2022

In RM Million	2022	2021
Assets		
Property, plant and equipment	418.3	432.5
Right-of-use assets	132.1	61.8
Intangible assets	14,579.7	15,215.4
Investments and financial assets	602.5	561.6
Other non-current assets	1,132.4	1,076.7
Current assets	2,585.0	2,814.6
Total assets	19,450.0	20,162.6
Equity and liabilities		
Share capital	5,114.3	5,114.3
Perpetual sukuk	997.8	997.8
Retained earnings	1,250.7	1,121.0
Hedging reserve	32.6	(19.7)
Foreign exchange reserve	24.7	30.9
Other reserves	6.2	8.2
Total equity	7,426.3	7,252.5
Non-current liabilities	9,166.3	9,770.8
Current liabilities	2,857.4	3,139.2
Total liabilities	12,023.7	12,910.0
Total equity and liabilities	19,450.0	20,162.6
Net asset per share (RM)	4.48	4.37
Return on assets	1.0%	-3.8%

FINANCIAL REVIEW

GROUP SEGMENTAL ANALYSIS



Note:

The group revenue segmental analysis excludes inter-segment transactions and consolidated adjustments

^a Other segmental profit before taxation includes inter-segment eliminations and consolidation entries

FINANCIAL REVIEW

GROUP SEGMENTAL ANALYSIS

REVENUE



FINANCIAL REVIEW

STATEMENT OF INCOME DISTRIBUTION
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

In RM Million	2022	2021
Current income available for distribution¹	3,415.6¹	1,883.1¹
To supplier		
Purchase of goods and services	1,231.8	915.8
To employees		
Employment costs	751.4	675.7
To financier		
Finance costs	193.6	634.1
To government		
User fee and taxation	214.4	(190.8) ²
Utilisation of assets		
Depreciation and amortisation	837.2	614.7
Retained for re-investment, future growth and dividend payment		
Net increase/(reduction) in retained profits	187.2	(766.4)
	3,415.6	1,883.1

¹ Current income available for distribution includes revenue, other income and share of results of associates & joint ventures

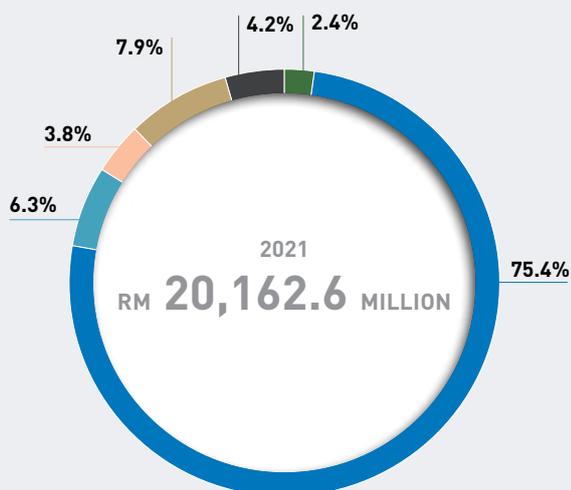
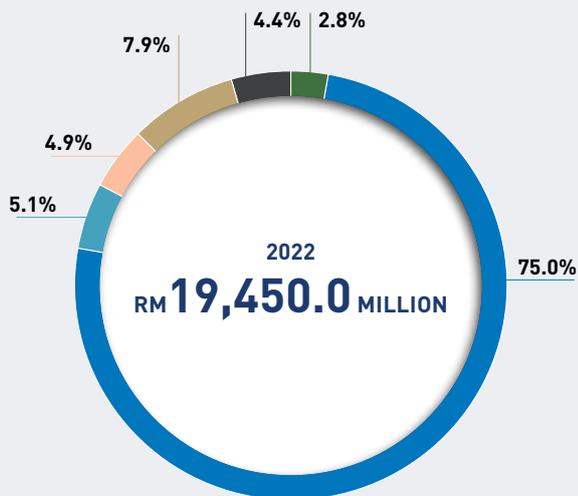
² The distribution to the government is as a result of tax credits that were largely due to the recognition of the tax recoverable and deferred tax assets

FINANCIAL REVIEW

STATEMENT OF FINANCIAL POSITION

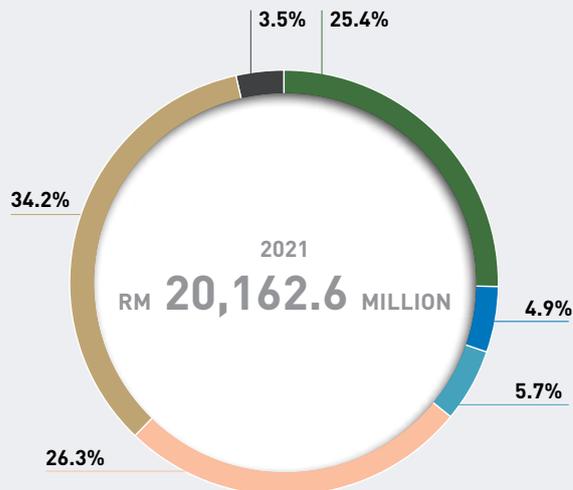
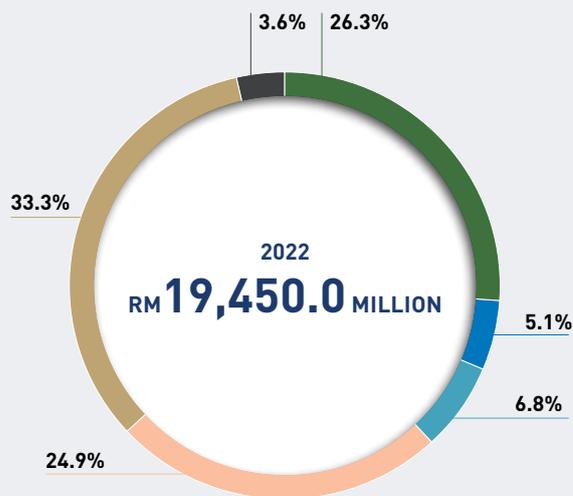
AS AT 31 DECEMBER 2022

TOTAL ASSETS



- Property, plant, and equipment & right-of-use assets
- Intangible assets
- Investments and financial assets
- Trade and other receivables
- Cash and cash equivalents
- Other assets

EQUITY AND LIABILITIES



- Share capital
- Perpetual sukuk
- Reserves
- Borrowings
- Trade and other payables
- Other liabilities

OPERATIONAL REVIEW

Malaysia Airports' business operations comprises airport as well as non-airport operations. Airport operations cover the two major revenue streams derived from aeronautical business and non-aeronautical business. These two revenue streams form the bulk of the Group's revenues. Non-airport businesses comprise the hotel, agriculture and horticulture as well as project and repair maintenance businesses. Beyond that, off-terminal landside development drives key economic activities to create a synergistic airport-aeropolis ecosystem centred at **KUL** and **SZB**.

KEY AIRPORT STATISTICS

Group	MY	SAW
Passenger Movements (million)		
83.9	52.7	31.2
132.4%	390.9%	23.0%
Commercial Aircraft Movements		
744,861	549,473	195,388
80.6%	133.5%	10.3%
Cargo Movements (metric tonnes)		
1,132,952	1,083,083	49,869
3.1%	3.4%	-2.4%

Group-wide

Malaysia Airports' network including Istanbul Sabiha Gökçen International Airport (IATA Code: SAW) in Türkiye recorded 83.9 million passengers in 2022, representing a growth of 132.4% year-on-year (YoY). Compared to pre-pandemic volumes, this represented 59.4% of 2019 levels. This was driven largely by the reopening of Malaysia's international borders to international travellers in April and the subsequent further lifting of travel restrictions in Malaysia from May till August, which saw the restoration of pre-pandemic ease of travel for the vast majority of travellers. As a result, passenger movements for airports in Malaysia rose sharply by 390.9% YoY.

International passenger movements totalled 32.2 million while domestic passenger movements totalled 51.6 million, reaching 47.8% and 70.1% of 2019 levels respectively.

In December 2022, the Group registered the highest monthly passenger movements since February 2020 with 9.5 million passengers, reaching 74.1% of 2019 levels. For perspective, the Group-wide monthly passenger movements in December 2021 was 5.36 million or 41.7% of pre-COVID levels.

Commercial aircraft movements increased by 80.6% YoY. In this regard, airports in Malaysia registered an increase of 133.5% with regards aircraft movements, while SAW registered a moderate increase of 10.3% as Turkish borders had reopened earlier in 2021. International aircraft movements Group-wide had increased by 94.5% YoY while domestic aircraft movements grew 74.5% YoY.

Cargo movements amounted to 1.1 million metric tonnes, representing a modest growth of 3.1% YoY. This was the highest annual volume of cargo handled by our network of airports, and was only the third year that the volume had surpassed a million metric tonnes.

OPERATIONAL REVIEW

Airports in Malaysia

At the beginning of 2022, Malaysia was in Phase Four of the National Recovery Plan which was designed to enable the country to transition out of the COVID-19 pandemic and move towards endemicity. In terms of travel, only fully vaccinated individuals in Malaysia were allowed to travel freely within Malaysia and also overseas.

Foreigners intending to travel to Malaysia were still required to apply for permission to enter the country through MyTravelPass, and were subject to quarantine and testing requirements. The Langkawi International Travel Bubble and the Malaysia-Singapore Vaccinated Travel Lane had been launched to facilitate quarantine-free travel to Malaysia for fully vaccinated individuals, but they were nevertheless subject to stringent testing requirements.

On 1 April, Malaysia entered a 'Transition to Endemicity' phase, and with that, reopened its international borders to foreign travellers. Fully-vaccinated travellers enjoyed quarantine-free travel to Malaysia subject to pre-departure and arrival tests, while those who were not fully vaccinated were required to undergo a five-day quarantine upon arrival. This was followed by further relaxation of travel restrictions in May before the remaining restrictions were lifted for all travellers into Malaysia on 1 August, restoring pre-pandemic ease of travel.

EASING OF MALAYSIA'S REMAINING COVID-19 TRAVEL RESTRICTIONS IN 2022

24 January

The quarantine period for fully vaccinated travellers who had received a booster shot is reduced to five days. For other travellers, a quarantine period of seven days (fully vaccinated, no booster) or ten days (partially vaccinated or unvaccinated) is required. Pre-departure and on-arrival tests are mandatory for all travellers, while foreigners must have travel insurance covering COVID-19.

1 April

International borders reopen. Fully vaccinated travellers are exempt from quarantine while those who are not fully vaccinated must undergo five-day quarantine upon arrival.

1 May

Fully vaccinated travellers are exempt from pre-departure and on-arrival COVID-19 tests, while those who are not fully vaccinated must undergo a five-day quarantine as well as pre-departure and on-arrival tests. Travel insurance will no longer be required for foreign travellers.

1 August

Remaining quarantine and testing restrictions are lifted for all travellers regardless of vaccination status, and with this, pre-pandemic ease of travel to Malaysia is restored.

As travel restrictions eased in Malaysia, the corresponding rise in passenger traffic continued to demonstrate that demand for travel to and from Malaysian destinations remained strong. For the full year, passenger movements in Malaysia totalled 52.7 million, which is a sharp increase of 390.9% YoY.

International passengers accounted for 16.5 million passenger movements while domestic passengers accounted for the bulk of passenger traffic with 36.2 million passenger movements, which were 1,114.0% and 285.9% higher YoY.

Commercial aircraft movements rose by 133.5% YoY with international aircraft movements 149.6% higher YoY and domestic aircraft movements 128.3% higher YoY.

Cargo movements for Malaysia expanded slightly by 3.4% YoY with 1,083,083 metric tonnes in total. Domestic cargo movements grew 9.9% YoY while international cargo movements were largely flat with 1.0% increase YoY.

OPERATIONAL REVIEW

KUL

KUL recorded 25.4 million passenger movements in 2022, a sharp rise of 533.1% YoY. International passenger movements totalled 14.1 million and domestic passenger movements stood at 11.1 million, increasing 984.6% and 311.9% YoY respectively. Comparing the two KUL terminals, passenger movements at KLIA Terminal 1 expanded 518.3% YoY while passenger movements at KLIA Terminal 2 expanded by 549.0% YoY.

▶ **Passenger movements at KUL totalled 25.4 million**
a rise of **533.1% YoY**

▶ **Passenger movements at other airports in Malaysia totalled 27.3 million**
an increase of **306.0% YoY**

Airports in Malaysia ex KUL

Passenger movements for the other airports in Malaysia excluding KUL registered an increase of 306.0% YoY with a total of 27.3 million passenger movements. This comprised 2.3 million international passenger movements, a sharp rise of 6,214.8% YoY, and 25.1 million domestic passenger movements, a 274.5% rise YoY. In 2021, with travel restrictions in place, all international passenger movements were channelled through KUL as the sole international gateway for the nation, except for passengers arriving at Langkawi International Airport (IATA Code: LGK) under the Langkawi International Travel Bubble.

▶ **In December 2022, Group-wide passenger movements reached 9.5 million**
for the month, or **74.2%** of 2019's levels.

SAW

Air traffic for SAW continued to demonstrate strong growth. The airport recorded 31.2 million passenger movements, a growth of 23.0% YoY. This represents 86.7% of 2019 levels. SAW was ranked the 9th busiest airport in Europe for November 2022, and was topped only by major European hubs in the Top 8 which traditionally dominate the rankings.

International passengers increased by 75.1% compared to 2021, with 15.7 million passenger movements. Domestic passengers contracted by 5.6% YoY to 15.5 million passenger movements as airlines switched their slots at SAW to international routes. The passenger mix at SAW was 50.4% international and 49.6% domestic passengers. It is also noteworthy that international passenger movements have surpassed 2019 levels, recording a growth of 10.4% over the 2019's international passenger movements. A higher proportion of international passengers will generally drive higher revenue yield for airports.

Commercial aircraft movements at SAW increased by 10.3% YoY to 195,388 movements. In this regard, international aircraft movements grew 48.1% YoY to 100,639 while domestic aircraft movements contracted by 13.2% YoY to 94,749.

▶ **Passenger movements at SAW totalled 31.2 million**
which was **86.7%** of 2019 levels



OPERATIONAL REVIEW

AIRPORT OPERATIONS

AERONAUTICAL BUSINESS

Ramping up connectivity

Our aeronautical business activities focused on ramping up connectivity while ensuring that our airports were primed to support the growing level of operations as air traffic rose. This required a rethinking and reimagining of workflow and processes to increase efficiency and maintain lower costs.

A highlight of our aeronautical business was LGK's perfect score in the Airports Council International's service quality survey, and winning the 'Best Airports' award in the Asia Pacific in its category. KUL ranked 9th in the survey in its category with a score of 4.99 out of 5.00, winning four awards with its top 5% ranking in key service quality areas - Airport with the Most Dedicated Staff, Easiest Airport Journey, Most Enjoyable Airport and Cleanest Airport.



The aeronautical business derives its revenues from airlines and passengers who use our airports, as well as cargo which is transported through our airports. The main categories of revenues are passenger service charges, aircraft landing and parking charges and charges for use of airport facilities. These aeronautical revenues are strongly correlated with the volume of airlines, passenger numbers (in particular, a higher proportion of international passengers) and cargo handled using our facilities.

OPERATIONAL REVIEW

AIRPORT OPERATIONS

In 2022, as Malaysia rolled back its pandemic travel restrictions in line with the majority of global economies, this resulted in a sharp rise in passenger numbers by 390.8% YoY for our operations in Malaysia. In Türkiye, the operating environment enabled SAW to post strong YoY growth of 23.0% in passenger movements. As a result, passenger movements for the Group rose by 132.4% YoY.

Aeronautical revenues amounted to RM1,657.4 million, a YoY growth of 107.7%. Operations in Malaysia contributed RM868.0 million, which is 262.4% higher than the previous year, while aeronautical revenues from Türkiye operations contributed RM789.3 million, a YoY increase of 41.3%.

Key Priorities for Aeronautical Business

Work with airlines to ramp up network connectivity

Maintain high service quality despite increased traffic

Leverage on technology to enhance safety and security and airport experience

Enhance readiness, capacity and critical assets

▶ Work with airlines to ramp up network connectivity

Operations in Malaysia

As aeronautical revenues are correlated with the volume of passengers and with a higher proportion of international passengers, one of our main priorities in 2022 was to regain the network connectivity which had been disrupted during the pandemic and attract airlines to return to Malaysia.

We extended the Network Reconnecting Programme to facilitate, assist and encourage airlines to resume their services to and from Malaysia. Through the programme, Malaysia Airports sought the commitment of airlines to secure the early resumption of suspended routes to boost traffic by tapping into the potential of pent-up demand for international travel.

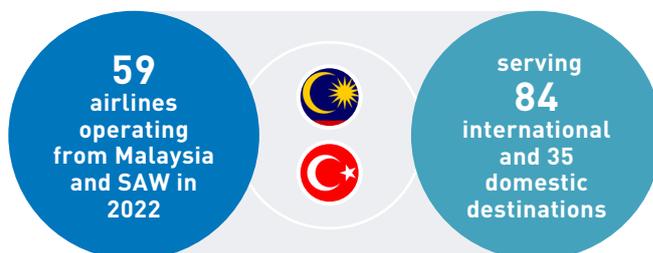
In addition, we also collaborated closely with Batik Air Malaysia and Firefly to facilitate recovery of operations, hub capacity building as well as establishing local hubs at PEN and BKL to support their route network development. This was aimed at restoring their international flights and to further develop international routes from PEN and BKL respectively.

As a result of working in partnership with our airline stakeholders, 17 airlines resumed operations into Malaysia in 2022, serving 32 cities around the globe. In addition, three new foreign-based carriers commenced operations to Malaysia –

Lanmei Airlines (Phnom Penh-KUL), Kuwait Airways (Kuwait -KUL), Spring Airlines (Nanning-KUL). Among the foreign-based carriers already flying into airports in Malaysia, eight new services from international destinations were also introduced.

In terms of home-based carriers, two new airlines commenced operations in 2022 – MYAirlines and SKS Airways – serving domestic destinations. In addition to reviving their pre-pandemic routes, existing home-based carriers – AirAsia, AirAsia X, Batik Air Malaysia, Firefly and Malaysia Airlines – also introduced nine new routes.

Pre-pandemic, there were 60 airlines operating to airports in Malaysia, and we are working with the remaining airlines to resume flying into Malaysia.



OPERATIONAL REVIEW

AIRPORT OPERATIONS

Operations in Türkiye

At SAW, the Group made a major push to increase international destinations. As a result, two new airlines began flying to SAW, namely Iraqi Airways and Air Arabia. Four new international destinations were added to the network – Yerevan, Ganja, Helsinki and Nur-Sultan.

In addition, the major home-based airline partners, Pegasus Airlines and AnadoluJet, began shifting their operations to A321Neo aircrafts which have an additional capacity of 20% over the previous aircrafts. They are also switching their existing slots at SAW from domestic to international routes,

and this will generate more passenger movements and also revenue for the airport. In view of the intense competition in the market, we are revising the existing Airline Incentive Programme to focus on international departures for existing and new airlines, with the aim of defending and further growing this segment.

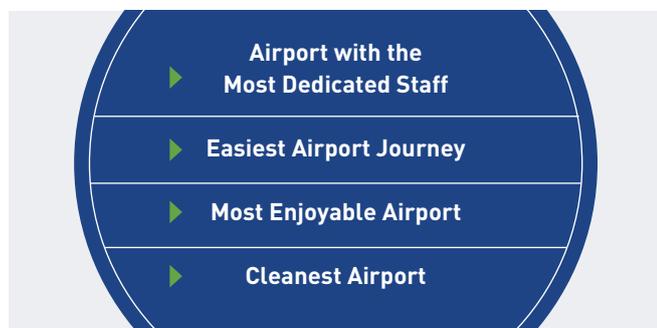
In total, for operations in Malaysia and Türkiye combined, there are now 59 airlines operating to 84 international and 35 domestic destinations in 2022 compared to 48 airlines to 51 international and 32 domestic destinations in 2021.

► Maintain high service quality despite increased traffic

Ranked among global leaders in service quality

KUL scored 4.99 out of 5.00 in the Airport Service Quality (ASQ) survey by Airports Council International (ACI), while LGK returned a perfect score of 5.00. This ranked KUL at #9 in the above 40 mppa category while LGK ranked #1 in the 2-5 mppa category.

In addition, KUL received awards in all four new categories of the ASQ Awards, placing it among the top 5% of performers globally in those key service quality areas. The new categories which reflect the evolution of customer needs and recognise the efforts of airports to meet customers' needs are:



Taken together with the perfect 5.00 scores achieved by both airports in 2021, this indicates the sustained consistency of high service quality across all 31 of ASQ's indicators despite annual passenger traffic expanding by 533.1% at KUL and 194.2% LGK respectively.

Continued Washroom Improvement Programme

Malaysia Airports completed the washroom refurbishment at both KLIA Terminal 1 and Terminal 2 in early 2022, improving the facilities as well as ambiance and comfort level. As washrooms significantly impact guest satisfaction, the Group places high importance sustaining the positive impact of the refurbishment exercise. The maintenance of the washrooms is closely monitored via an RFID system that tracks the cleaning of the facilities. The Corporate Quality Management Department together with Washroom Adopters, comprising the Group's Management personnel, conduct regular surveillance audits to sustain the high service quality of the washrooms, the results of which are reviewed monthly by the Washroom Improvement Programme Committee.

Based on the latest available results of the Malaysian Aviation Commission's (MAVCOM) Quality of Service (QoS) framework, both passenger and staff washrooms scored above 96% for most of the inspection months.

Retail and F&B outlets expanded

The Group has recruited new retail and F&B tenants under its Commercial Reset programme, enhancing the customer experience at the airports. The brands that opened airport outlets in 2022 include The Coffee Bean & Tea Leaf, 4Fingers and KyoChon at KLIA Terminal 1 and Costa Coffee at KLIA Terminal 2. Sense of Malaysia, which provides a platform for local artisanal products to be featured at international gateways, opened its first outlet at LGK. The first 4Fingers

OPERATIONAL REVIEW

AIRPORT OPERATIONS

outlet in Sarawak opened at KCH, making the airport a dining destination for Kuching residents. BKI welcomed the opening of Noodles, the first outlet in Sabah. McDonald's reopened at PEN with a refreshed outlet design, conveniently located at the kerbside, making it accessible to the public and non-travellers. Two new airport lounges also opened in PEN and KCH for the comfort of the passengers.

Metro-Terminal Connection at SAW

With the completion of the Pendik-Sabiha Gökçen Metro station in 2022, SAW is linked to downtown Istanbul via the metro line, positioning the airport as Istanbul's 'City Airport'. The metro station, which is connected directly to SAW's

terminal building, makes it very convenient for passengers to get to the airport from the city in just 45 minutes, with no traffic congestion. With the metro connection, traffic congestion at the terminal kerbside has also eased.

Enhanced maintenance of facilities that impact service quality

At SAW, in view of the increased passenger traffic, we stepped up the maintenance of facilities such as heating-cooling systems, ventilation, air conditioning, escalators, elevators, travelators and aerobridges to ensure that we meet quality service standards and ensure availability of services.

▶ **Leverage on technology to enhance safety and security and airport experience****Leverage on technology to enhance airport experience, capacity and security**

We leveraged on our Airports 4.0 digital transformation initiative to enhance the airport experience, improve capacity and efficiency and boost security as these are building blocks for future growth. The use of technology has enabled the Group to rethink and redesign its operations particularly in the light of the new travel norms.

EZPaz

We rebranded the biometric facial recognition system at KUL to 'EZPaz' and rolled out the solution for Malaysia Airlines' and AirAsia's domestic flights. The system enhances airport security with the use of biometric data and delivers an enhanced seamless experience for passengers as they only need to show their documents once at check-in. Subsequently the system's biometric facial recognition capability will identify passengers, eliminating the need for the traditional boarding pass and identification documents at airport checkpoints.

MYairports mobile app

The app was further enhanced and relaunched, offering a convenient method for passengers to access a comprehensive range of information and features that assist passengers on their journey through KUL. This includes the EZPaz, the Butterfly Effect for persons with hidden disabilities, flight information and tracking, wayfinding, special assistance information and one-click access to the shopMYairports shopping site.

ISG Portpal

This airport loyalty programme at SAW is also Türkiye's first such programme. ISG Portpal has garnered over 2,500 members who collect points when spending at the airport, which can then be redeemed for a range of rewards at the airport or from the programme's partners.

ISG Recommends

This trip planner offers passengers local trip recommendations which are prepared by local guides. In addition to helping passengers find interesting experiences for their trips, ISG Recommends also gathers data to improve its recommendations to passengers of services and products which are available at the airport.

Multi-year projects

The Group also kicked off several multi-year digitisation projects. The Airport Collaborative Decision Making project kicked off with the signing of a Memorandum of Understanding by Malaysia Airports and key stakeholders, namely CAAM, airlines and ground handling companies. The project will enable national aviation players to access and share real time data, and collaborate to improve operational efficiency and process flow at KUL.

OPERATIONAL REVIEW

AIRPORT OPERATIONS

► Enhance readiness, capacity and critical assets

Work commences to replace Automated People Mover

The Group has begun its replacement of the Automated People Mover at KLIA Terminal 1, which is known as the Aerotrains. Phase 1 of the project, being the design work started in March, and the project is expected to complete in 2025. In the meantime, a round-the-clock bus service shuttles passengers between the terminal's contact pier and the satellite terminal.

Contract awarded for replacement of Baggage Handling System

The contract for replacement of the Baggage Handling System at KLIA Terminal 1 was awarded in October. This project is to replace the existing Baggage Handling System which has been in operation since the airport commenced operations in 1998.

Airport expansion and optimisation in Malaysia

Currently, KBR is undergoing expansion to increase its capacity from 1.5 million passengers per annum (mppa) to 4 mppa. The proposed expansion of PEN from 6.5 mppa to 12 mppa is currently in its planning stage. Space optimisation studies were conducted for airports which were operating beyond capacity pre-pandemic – BKI, IPH, KCH, SBW and TWU. In these studies, we assessed the potential for reconfiguration of existing floor area to alleviate crowding at bottleneck areas.

Improving pavement integrity

Several projects were completed in 2022 to upgrade and restore airfield pavements at KLIA Terminal 2, AOR, BKI, KCH and LMN ensuring compliance with applicable safety standards while reducing potential repair costs.

Reconfiguration exercise at SAW

This project aimed to work around capacity constraints at SAW with its increased international passenger traffic. By converting eight domestic gates into international gates, the airport enhanced its ability to handle more international flights. The BusGate project was complemented by the reconfiguration of passenger areas, transit zones, customs and security checkpoints and the creation of a new fast-

track transit area to improve passenger flow and minimise passenger waiting times. The reconfiguration exercise also created new commercial spaces which will boost non-aeronautical revenue.

Second runway at SAW

The construction of the second runway at SAW is on-going and is expected to complete in 2023. This will ease the current capacity issues at SAW as the single runway restricts operation hours given the need for mandatory regular maintenance of the runway.

Aerodrome Emergency Exercises implemented

Malaysia Airports returned to the pre-pandemic schedule conducting all the targeted 72 Aerodrome Emergency Exercises. This includes 12 full scale exercises, 10 partial exercises Exercise, 10 Partial Exercise, 22 virtual tabletop exercises and 28 building fire drills. All relevant external stakeholders were included in the exercises, enhancing the knowledge and readiness towards emergency preparedness.

Airport Fire and Rescue Service (AFRS)

Malaysia Airports initiated a three-year programme in 2021 to replace aging AFRS fire vehicles at the airports as the vehicles were reaching their maximum lifespan. In 2022, 11 fire vehicles were replaced at the following airports - BTU (2), IPH (2), KBR (2), LMN, MKZ, MYY, SDK and TGG.

With the rise in air traffic in 2022, Malaysia Airports recruited 57 new personnel to fill AFRS vacancies to maintain requisite levels of AFRS manpower and Rescue and Fire Fighting capabilities. The recruitment of new personnel is in addition to the internal training and reskilling efforts to redeploy Aviation Security staff to the AFRS in the previous year.

In conjunction with the National Preparedness Month 2022, Malaysia Airports in collaboration with the National Disaster Management Agency (NADMA) jointly organised a National Air Disaster Management Webinar. The programme, which aimed to increase cooperation and coordination among agencies in the event of an air disaster, attracted a total of 685 participants from various government agencies.

OPERATIONAL REVIEW

NON-AERONAUTICAL BUSINESS

Reimagining Airport Retail

Reimagining our non-aeronautical business has refreshed our approach to enhance our propensity to generate revenue and growth. This includes expanding retail space, new retail brands, exciting campaigns, omni-channels and even extending our reach beyond the airport retail space. The New Rental Model also helps sustain and retain existing partners to ensure the prime readiness of our airport retail spaces as passenger traffic expands.



The two main components of the Group's non-aeronautical business are first, rental and royalties derived from leasing out airport space and secondly, retail sales of duty free and non-dutiable goods by our subsidiary, Malaysia Airports (Niaga) which is better known by its brand name, Eraman.

This year, fuelled by the growth in passenger numbers, particularly international passengers Group-wide, non-aeronautical revenues grew by 80.5% YoY to RM1,206.5 million. Revenues from rental and royalties stood at RM807.1 million, a YoY increase of 50.3%. Retail sales of duty free and non-dutiable goods (inclusive of F&B) by Eraman contributed revenues of RM262.4 million, 6.7 times higher than the previous year.

OPERATIONAL REVIEW

NON-AERONAUTICAL BUSINESS

Notably, rental and royalties at SAW grew 55.6% YoY with a total revenue contribution of RM481.3 million. This includes revenue generated from SAW's duty free business of RM291.1 million which is 74.2% higher YoY. In addition to continued efforts by Dufry, the world's largest duty free airport operator which operates the travel retail offerings at SAW, the growth in international passengers at SAW was also a key driving factor.

Key Priorities for Non-aeronautical Business

Improve commercial offerings and occupancy levels

Expedite mobilisation to realise the Commercial Reset

Expand omni-channel capabilities

Increase retail spend per pax at Eraman

RENTALS AND ROYALTIES

► Improve commercial offerings and occupancy levels

We capitalised on the reopening of Malaysia's international borders and the strong recovery in passenger traffic to accelerate rolling out new brands and revamped outlets at the airports. We galvanised tenants and partners into action to tap the pent-up demand for travel and shopping while creating an exciting vibe at the airports. This was in line with the entrepreneurial mindset which we had adopted to spur a propensity to generate revenue.

We went the extra mile to facilitate clients in transacting business as early as possible, and even while waiting for their outlets to be launched. In this regard, we set up pop-up outlets and promotional outposts to enable them to introduce themselves to the market before their physical stores were ready. We encouraged food and beverage tenants to utilise these temporary storefronts at strategic locations in the terminals. This was a win-win situation for both tenants and passengers as there were concerns on the availability of food and beverage beyond the security checkpoints, especially in the earlier part of the year when not all outlets had reopened.

To improve efficiency, the Commercial Services e-Tender Automation was implemented as a workflow improvement initiative, speeding up and simplifying the business acquisition period and the tender management process. This led to the reduction in lead time from the closing of the tender to

award from six months to approximately 10 weeks. To further accelerate the process of opening an outlet, a Commercial Mobilisation Task Force was formed comprising Senior Management personnel, project managers as well as cross-departmental representatives to facilitate and smoothen the outlet opening process.

We also realised the commercial real estate value of previously under-utilised areas. An example of this is the relocation of high-traffic fast food restaurants – McDonald's and KFC – to the viewing gallery at KLIA Terminal 1, 'Anjung Tinjau'.

At SAW, the conversion of eight domestic gates into international gates has also resulted in the creation of new commercial spaces in those areas of the terminal. This provides the opportunity to boost non-aeronautical revenues. SAW's airport loyalty programme, ISG Portpal, was also launched in 2022, and is Türkiye's first such programme. ISG Portpal rewards users with points for their purchases from programme partners, which are mainly the airport's commercial tenants. The points may be later redeemed for goods and services from the programme partners. A digital voucher system was also introduced at SAW which supports cross sales among different F&B outlets, retailers and duty free outlets.

OPERATIONAL REVIEW

NON-AERONAUTICAL BUSINESS

Collaborations

KUL Art Airport

A collaboration between Malaysia Airports and the National Art Gallery of Malaysia: This collaboration promotes public artworks at KUL, BKI, KCH and PEN to elevate local artists by showcasing their artwork at international gateways to Malaysia. The art exhibits also improve the comfort factor and customer friendliness of the airport space.

The Life of Malaysia's First Prime Minister

A collaboration between Malaysia Airports and the National Archives of Malaysia: This exhibition at KUL paid tribute to Tunku Abdul Rahman, Malaysia's first Prime Minister in conjunction with the country's National Day and Malaysia Day. Visitors had the opportunity to see some of the personal items used by Tunku Abdul Rahman including his iconic white Chevrolet, which he used to travel across the country while campaigning for the 1959 general election. The car was also featured prominently in the nation's National Day celebration in 1959.

▶ Expedite mobilisation to realise the Commercial Reset

The Commercial Reset initiative had begun in 2018 to refresh the commercial spaces at the airports and future-proof our airports by combining infrastructure improvement with a new retail layout and retail mix to maximise footfall and revenues. This includes everything within the commercial spaces from full digital adoption, rethinking the end-to-end customer journey and offering seamless online-offline experiences.

Through the Commercial Reset, our airports, particularly international airports, will enjoy an enhanced profile and position themselves as premier travel retail and lifestyle destinations in their own right as opposed to being merely a conduit for air travel. A pilot commercial reset programme was implemented in LGK and its new and exciting lifestyle offerings are a showcase of a successful commercial reset, earning enthusiastic feedback from travellers and other airport users. The airport also enjoys the distinction of housing the island's first Burger King, Charles & Keith and Costa Coffee outlets.

Since the beginning of the Reset journey in 2018, 808 outlets across Malaysia had been earmarked for the Commercial Reset, with 96% of the outlets already being tendered out while the remaining 4% will be reserved for future

development as passenger numbers grow. Approximately 86% of the 808 outlets under the Commercial Reset have been awarded.

Once the Commercial Reset is complete, passengers can look forward to more than 70 exciting brands across our airports offered under five new retail formats – Duty Free, F&B, Designer Fashion, Retail-tainment and Sense of Malaysia.

Among the brands that we welcomed at the airports in 2022 were The Coffee Bean & Tea Leaf, 4Fingers and KyoChon at KLIA Terminal 1 and Costa Coffee at KLIA Terminal 2. KCH opened the first 4Fingers outlet in Sarawak, making it a dining destination for the Kuching community while BKI welcomed Noodles' first outlet in Sabah. PEN saw McDonald's reopened with a refreshed outlet design which is conveniently accessible from the kerbside. International brands, Starbucks and WH Smith, continued to expand at several domestic airports in Malaysia. Two new lounges also opened in KCH and PEN for the comfort of passengers.

In addition, the first Sense of Malaysia outlet opened at LGK, providing a platform for local artisanal products to be featured at an international gateway.

OPERATIONAL REVIEW

NON-AERONAUTICAL BUSINESS

► Expand omni-channel capabilities

Malaysia Airports' Airports 4.0 digital transformation initiative has seen the introduction of online e-commerce platforms in Malaysia and Türkiye – shopMYairports and shop@isaw - which aim to enhance customers' experience on the retail front. By providing the online platforms to airport retailers, they are able to expand their reach beyond their bricks and mortar shops at the airport to sell to access non-passengers. This also enables airport tenants to remain agile and capture future growth through online shopping which has seen explosive growth during the pandemic.

The online platforms also offer click and collect options, enabling passengers to be serviced efficiently without them having to be physically present at the outlet, freeing up commercial space for products which are best sold in-person.

In 2022, Malaysia Airports obtained approval from the Royal Malaysian Customs Department for the sale of duty free goods on the shopMYairports platform through a convenient click and collect process, namely pre-order online and collect at the airport. This is a new milestone as previously duty free items were only available for in-store purchase.

Malaysia Airports celebrated the first anniversary of shopMYairports with the 'Goldenaire' campaign which ran from September 2021 till February 2022 which gives shoppers a chance to a grand prize of a 200-gram gold bar and monthly prizes of 2.5 gram gold wafers worth up to RM100,000.

RETAIL SALES OF DUTY FREE AND NON-DUTIABLE GOODS

► Increase retail spend per pax at Eraman

This year provided an opportunity for Eraman to move strongly ahead with revenue generation given the realignment exercise and new channels put in place during the pandemic. We focused on four major areas in 2022 to increase the propensity of this business segment to generate revenue as passenger traffic at airports rose through the year – business enhancement, digitalisation, improved brand experience and promotions. As a result of that, Eraman's sales per ticket rose to RM280, compared to RM233 recorded pre-pandemic in 2019. This was remarkable, because in 2022, international passenger movements at airports in Malaysia, the main driver of Eraman's sales traditionally, recovered to only 31.0% of 2019's levels.

Business enhancement

As part of the overall Commercial Reset undertaken by Malaysia Airports, the F&B segment was enhanced, particularly at KLIA Terminal 1 where Eraman operates the 'Food Garden KLIA'. With the opening of the revamped Food Garden KLIA at the end of 2021, a diverse mix of tenants and brands continued to open up their outlets in 2022 including PastaMania, O'Brien's, Dunkin' Donuts, TGM by Plaza Premium, Asian Noodle and Little Wok. In 2022, Food Garden KLIA generated sales of RM16.6 million.

Travel retail was another area for enhancements to capitalise on travellers looking to release pent-up demand for travel retail products. We opened a new emporium at PEN for perfumes and cosmetics as well as chocolates in April 2022, with the outlet generating revenue of RM2.9 million. A multi-brand perfumes and cosmetics outlet in collaboration with House of Coty also opened at KLIA Terminal 1 at the end of 2022.

One of the strategies we developed during the pandemic was to extend our sales reach beyond the airport premises – through delivery services for F&B, direct sales through corporate and government links and third-party e-commerce platforms. We continued to enhance these alternative channels for example by providing delivery of Food Garden KLIA and Marrybrown F&B products to customers located within a 10 km area surrounding KUL. We also organised direct sales activities in partnership with government entities and corporate bodies, setting up sales promotions within their premises. In addition, we added a storefront selling duty paid products on the Shopee platform to expand our e-commerce reach.

OPERATIONAL REVIEW

NON-AERONAUTICAL BUSINESS

Digitalisation

With online platforms becoming key enablers of our business, we enhanced our online presence in several ways. First, we leveraged on promotions for the newly launched shopMYairports 'Click & Collect' capabilities. We extended our digital marketing on Facebook and Google and expanded our e-payment partners to improve customer convenience for online purchases.

Improved brand experience and promotions

We grew our loyalty programme, the 'Eraman Privilege Card' with the number of members increasing by 80% YoY. We launched a 'Welcome Back' promotion in April offering special discounts to coincide with the reopening of Malaysia's international borders. This promotion was also designed to drive new members for the Eraman Privilege Card.

In addition to that, we also drove higher spend with targeted initiatives through partnerships and collaboration with banks and e-Wallet providers such as Maybank and GrabPay. Thematic campaigns for festive seasons, major public holiday, and birthday promotions made their return in 2022.

In addition to the above, there were also initiatives to transform workflow at Eraman by streamlining operations, reducing duplication and redeploying employees according to business needs. In the back office, Eraman also embarked on an automation initiative to ease processing and reduce manual processes. This will lead to better efficiency and enable real-time monitoring of business activities.



OPERATIONAL REVIEW

NON-AIRPORT OPERATIONS

Malaysia Airports' non-airport operations comprises three business divisions – Hotel, Project and Repair Maintenance Operations, and Agriculture and Horticulture. In 2022, revenues for non-airport operations as a whole increased 27.5% YoY to RM263.2 million.

HOTEL

Gearing up for increased demand

Revenues in Malaysia grew 75.2% YoY with the average daily rate increasing by 19.2% over 2021. Hotel operations in Türkiye grew by 109.1%. Malaysia hotel operations have geared up since the completion of the renovation and refurbishment works at Sama-Sama Hotel KLIA.



Malaysia Airports operates hotels in both Malaysia and Türkiye. In Malaysia, the hotels are operated by Malaysia Airports' wholly owned subsidiary, KL Airport Hotel Sdn Bhd, under the brand 'Sama-Sama Hotel'. There are three Sama-Sama Hotels – the five-star Sama-Sama Hotel KL International Airport (Sama-Sama Hotel KLIA) and two airside transit hotels – Sama-Sama Express KLIA Terminal 1 and Sama-Sama Express KLIA Terminal 2. In Türkiye, the hotel is known as 'Airport Hotel' and is located at the landside of SAW. KL Airport Hotel Sdn Bhd also operates the Airport Fast Track service at KLIA Terminal 1, a premium kerbside-to-gate service that offers guests fast track lanes for check-in, customs and immigration, transportation services and buggy and concierge services.

OPERATIONAL REVIEW

NON-AIRPORT OPERATIONS

The performance of the hotel segment is dependent on several factors. Traditionally, passenger traffic at KUL and airline routes are key drivers of occupancy rates as transit passengers and airline crew layovers are key customer segments. In addition, the demand for meeting and event facilities is another key factor. Growing passenger numbers as well as the removal of public health restrictions on large meetings, conferences, events and gatherings were a boost for the hotel business in Malaysia in 2022.

In 2022, revenues for the hotel business as a whole showed strong growth of 80.1% YoY with a total of RM88.4 million. Revenues for operations in Malaysia grew by 71.5% YoY to RM72.3 million, while hotel revenues from operations in Türkiye grew 109.1% to RM16.1 million.

Hotel operations in Malaysia

With passenger traffic for KUL growing 533.1% YoY for operations in Malaysia, the average occupancy rate rose to 65% in 2022, an increase of 13 percentage points from 2021. This was accompanied by a corresponding rise in the Average Daily Rate to RM373 a 41.0% rise compared to 2021. The growth was captured primarily in the second half of the year with strong demand for rooms from the transit business and leisure segment as well as local corporates and wholesale business. Food and beverage revenue as well as banquet and meeting sales also grew in 2022, increasing 130% over 2021.

In terms of room sales for Sama-Sama Hotel KLIA, short term crew stays which was a major segment pre-pandemic are still far behind pre-pandemic levels. This is because the airlines have not fully restored their operations to KUL or were operating reduced frequencies or turnaround flights compared to their pre-pandemic schedules. This was however mitigated by stronger sales to local corporates and wholesale and leisure, namely travel agents. Sales to online travel agents showed strong growth of 1,378% while walk-in business from transit passengers increased by 240% YoY. We will be looking to tap these markets further for the year ahead.

Sales for Sama-Sama Express Hotel KLIA Terminal 1 and Terminal 2, the transit hotel at KLIA Terminal 1, sales had grown by 60.7% over 2021, with 68.5% of room nights generated from the hotel's active presence on web searches. The transit hotel at KLIA Terminal 2 did not perform well as major Air Asia X flights at the terminal were not in full operation in 2022.

Sama-Sama Hotel KLIA completed its renovations in the first quarter of 2022, which was marked with the official opening of Continents, the hotel's new and vibrant all-day dining restaurant, in March. The new concept has garnered positive reviews for its new vibe and culinary experience from

in-house guests, conferences and meetings attendees as well as non-in house guests from the airport community. The new ballroom, meeting rooms and VIP Sky Suite have also generated banquet sales revenue.

In 2022, the hotel business faced stiff competition in terms of room pricing; however with the renovation and refurbishment of our facilities during the pandemic, we were able to attract customers while raising daily rates. We also had to address manpower shortages which had affected the hospitality industry overall, and reorganised our available workforce to meet business needs.

Sama-Sama Hotel KLIA also achieved a high guest satisfaction rate of 92.3%. In addition, our hotels also won several travel industry award.

2022 Hotel Awards

SAMA-SAMA HOTEL KL INTERNATIONAL AIRPORT

World Luxury Hotel Awards

Best Airport Hotel – Global Winner

Haute Grandeur Global Awards

Best Airport Hotel – Global
Best Conference Venue Hotel – Asia
Best Culinary Experience – Malaysia
Best Hotel Service – Malaysia

Malaysia Tourism Gold Awards

Gold Award 5 Star Hotel
Gold Award Gastronomy Experience

Malaysia Tourism Industry Awards

Best Business Hotel Luxury Hotel
Best Contemporary All Day Dining – Continents Restaurant

Trip Advisor

Certificate of Excellence Best of the Best

SAMA-SAMA EXPRESS HOTEL KLIA TERMINAL 1

World Luxury Hotel Awards

Best Airport Transit Hotel – Global Winner

SAMA-SAMA EXPRESS HOTEL KLIA TERMINAL 2

World Luxury Hotel Awards

Best Airport Transit Hotel – Continents Winner

OPERATIONAL REVIEW

NON-AIRPORT OPERATIONS

PROJECT AND REPAIR MAINTENANCE OPERATIONS

Delivering Operational Excellence

A profitable year with a new facilities management contract at DOH and gaining new clients in Malaysia are the highlights of this segment.



This business segment comprises operations in Malaysia and Qatar. In Malaysia, we operate through Malaysia Airports' wholly owned subsidiary, Urusan Teknologi Wawasan Sdn Bhd (UTW). In Qatar, we operate through Malaysia Airports Consultancy Services Middle East LLC (MACS ME), in which we own a 49% stake.

MACS ME has provided facilities management at Hamad International Airport (IATA Code: DOH) in Doha, Qatar since 2013. Among the services provided by MACS ME are comprehensive facilities management services, interim security services, custodial and janitorial services, repair and maintenance services of the airport special systems as well as equipment supply and maintenance support for the suspect baggage tracking system through the RFID platform.

UTW is a leading Total Facilities Management services provider in Malaysia with over 20 years of experience, and is certified with ISO 41001:2018 Facility Management Systems, ISO 9001:2015 Quality Management Systems, ISO 14001:2015 Environmental Management Systems and ISO 45001:2018 Occupational Health and Safety Management Systems.

OPERATIONAL REVIEW

NON-AIRPORT OPERATIONS

In total, revenues for the project and repair maintenance operations segment grew 21.9% YoY to RM128.8 million in 2022.

MACS ME

In 2022, MACS ME's revenue increased by 10.4% YoY to RM98.4 million, on the back of delivery of services under airport maintenance contracts at DOH, namely Projects CP310 for IT maintenance support and FM0015 for facilities management as well as forex gains in 2022. As a result, this segment recorded a PBT of RM11.0 million for 2022, an increase of 66.7% YoY.

In terms of the existing projects, for CP310, MACS ME is in its fourth year of a five-year contract period which ends in December 2024. CP310 was awarded in 2014, and MACS ME has secured a two further extensions of the term on the back of its excellent performance. With FM0015, the project was awarded in April 2015 and has been extended by a series of change orders, with the latest Change Order 11 expiring end-October 2023.

In 2022, MACS ME has also had to successfully navigate the challenges particularly in recruiting manpower from outside Qatar due to travel restrictions and a complex and costly hiring process. In addition, operational costs have increased due to inflation, impacting the existing contracts.

UTW

For 2022, revenues for UTW, excluding inter-company revenues, stood at RM30.5 million, an increase of 83.8% YoY. In 2022, UTW's focus was to solidify its position as a reliable and innovative partner in providing advanced facility management services to its clients. The company secured new non-airport business contracts amounting to RM125.7 million and contract extensions worth RM122.1 million, while pursuing opportunities to offer aviation-related services through strategic partnerships.

UTW's client list includes an impressive list of established local and international companies and organisations. These include airports - KUL, LGK, PEN and SZB, the Malaysia

Airports Corporate Office as well as Airbus Helicopter Malaysia, Cainiao Aeropolis eWTP Hub, Petronas Precinct Buildings (KLCC Twin Towers, KLCC Tower 3, KLCC Common Estate & Common Facilities, Menara Permata Sapura, Masjid Asy-Syakirin, Menara ExxonMobil, Petronas Digital Collaboration Center), Persada PLUS, MITSUI Outlet Park KLIA, SPIRIT Aerosystems Malaysia, and Sime Darby Plantation.

In 2022, UTW's new clients include Malaysian Research Accelerator for Technology & Innovation (MRANTI), Bank Negara Malaysia and KLCC Urusharta.

UTW also implemented innovative technology digitalisation through its SMARTASSET Management System ("SAMs") for future uncertainties. Its maintenance activities leverage technology, such as Smart Asset Management System apps and RFID, for real-time data and information analysis, monitoring, and reporting. UTW has also developed a Facility Management Operation Center that integrates customer calls online with technology and digital solutions to address clients' needs. UTW leverages technology to enhance its clients' cost optimisation efforts and improve operational efficiencies as well as improving services delivery to stakeholders.

An example of technology at work in facility management is the installation of the Customer Real Time Feedback Survey System at all washrooms at KUL had provided valuable data for improving service delivery to airport stakeholders and passengers. This was one of the factors that led to a near-perfect 4.99 out of 5.00 ASQ score at KUL, underscoring the added value that UTW brings to clients.

UTW also received recognition for its exemplary leadership, management, technical capabilities, integrated ICT, and project management, earning a 5-star SCORE rating from CIDB. Additionally, the company is certified in compliance with various service standards.

OPERATIONAL REVIEW

NON-AIRPORT OPERATIONS

AGRICULTURE AND HORTICULTURE

A challenging year

MAAH was impacted by labour shortages and adverse weather conditions.



Malaysia Airports' agriculture and horticulture business segment is conducted by its wholly-owned subsidiary, MAB Agriculture-Horticulture Sdn Bhd (MAAH). MAAH is focused primarily on the cultivation and management of mature oil palm and coconut plantations as well as landscaping at KUL. Its oil palm plantation is certified under the national Malaysian Sustainable Palm Oil (MSPO) certification while the company adheres to ISO9001 standards. Its new crops are pineapple and banana.

In 2022, MAAH's revenues declined 11.2%YoY to RM45.9 million due to lower production of fresh fruit bunches of 41,888 metric tonnes, which was 23% lower than 2021. This was due to a labour shortage following restrictions on foreign workers entering Malaysia imposed during the pandemic

which had impacted the plantation sector across the country. As a result, in particular, harvesting and collection of oil palm fresh fruit bunches which is reliant on foreign workers was affected. MAAH's landscape, maintenance and cash crops businesses were also impacted by the labour shortage. In addition, the yearly monsoon period had resulted in flooding, adversely impacting harvesting and crop recovery activities in the plantation.

To resolve the reliance on foreign workers, MAAH collaborated with Jabatan Penjara Malaysia (the Prisons Department of Malaysia) to train 120 inmates to fill the labour gap. This is potentially a win-win situation for both MAAH and the inmates as it provides work and income for the inmates as preparation for reintegration into the national workforce and society while also resolving MAAH's labour shortage.

The participation of the inmates in this scheme is voluntary on their part. They are paid wages which comply with Malaysian labour laws and regulations, including the Minimum Wages Order 2022.

The average price of crude palm oil was volatile in 2022, rising from RM4,407 per tonne in 2021 to hit an all time high of RM6,873 per tonne in March before moderating in the second half of the year. The average price for the year was RM5,088 per tonne, 15% higher YoY.

MAAH's activities are duly certified in accordance with international and local standards as follows:

- Achieving sustainability in core business of oil palm with zero Non-Compliance Reports in accordance with ISO 9001: 2015 certification (Short Term and Ongoing) and MSPO 2350:2013 (Part 3: Oil Palm Producers) (Short Term and ongoing)

- Certification by Malaysian Good Agricultural Practice (myGAP) from the Malaysian Department of Agriculture for pineapple and banana, and as a genuine producer to sell cash crop suckers (Medium Term)

OPERATIONAL REVIEW

LANDSIDE OFF-TERMINAL DEVELOPMENT

Unlocking revenue potential with global anchor tenants making long term commitments



Aeropolis is the integrated and synergistic off-terminal real estate development and solutions by Malaysia Airports with a focus on key economic sectors namely aerospace and aviation, air cargo and logistics, MICE and Leisure as well as green & technology which are aligned to national blueprints and aspirations.

KLIA Aeropolis Sdn Bhd, as the centralised development arm for Malaysia Airports, provides real estate portfolio management for the Group including principal leasing activities such as sublease of land and rental of logistics warehouses, hangarage, light industrial facilities, and operation offices on mid to long term leases to generate a stable and predictable income stream.

At present, at KUL, the Aeronautical Support Zone 1 which serves the airport support ecosystem is 98% developed, and hosts global anchors such as Alibaba's Cainiao Aeropolis eWTP Hub and Airbus' Asia Pacific Customer Service Centre and facilitates more than 200 logistics players. In SZB, we have attracted global aviation market leaders such as Spirit Aerosystem and Senior Aerospace into an established aerospace and business aviation ecosystem. Approximately 60 companies employing over 4,000 high-skilled workers are located in SZB, spurring the development of both the breadth and depth of the local value chain. These achievements underscore our capabilities in airport synergistic development strategies and our commitment to formulate and execute a comprehensive masterplan at both KUL and SZB.

OPERATIONAL REVIEW

LANDSIDE OFF-TERMINAL DEVELOPMENT

The development of integrated industrial precincts by Malaysia Airports have the potential to become engines of growth beyond the airport boundaries which attract substantial foreign and domestic direct investments in the e-commerce logistics and maintenance, repair and overhaul (MRO) sectors.

Secured 99-year lease for KLIA Aeropolis development

On 17 November 2022, Malaysia Airports was granted a 99-year lease over 8,537 acres of land in the immediate vicinity of KLIA demarcated as KLIA Aeropolis Lands by the Government of Malaysia (GoM). The executed Development Agreement and Land Lease Agreement with the GoM and Federal Lands Commissioner gives rights to its subsidiary, KLIA Aeropolis Sdn Bhd, to plan and develop the KLIA Aeropolis Lands. The investor-friendly terms of the lease will strengthen Malaysia Airports' ability to accelerate off terminal opportunities around KUL which generate long term economic value for the nation, by way of injecting catalytic projects and creating vibrancy at KLIA Aeropolis.

Subang Airport Regeneration Plan approved in-principle

Malaysia Airports received approval-in-principle for its Subang Airport Regeneration Plan from the Cabinet in early February 2023, which will position the Sultan Abdul Aziz Shah Airport or Subang Airport as a leading City Airport

and Business Aviation Hub in Asia Pacific. The regeneration plan, centered on three segments namely Aerospace Ecosystem, Business Aviation and City Airport, will see the transformation of the Subang Airport into an integrated mixed development of a smart city airport together with terminal-linked commercial and high value aerospace industries. The development will also integrate seamless air-rail-road connectivity, enhancing the attractiveness and creating vibrancy for the Subang Airport and its surrounding area. This provides a stronger value proposition to foreign aerospace and business aviation operators for establishing a regional operations hub at Subang Airport.

Enhancing the Aeropolis around KUL

Phase 3 of Mitsui Outlet Park KLIA Sepang's expansion was officially launched in April 2022. With a total gross development area measuring 162,500 square metres (sqm), retail space of 40,800 sqm, 205 stores and 2,500 parking bays, it is now the largest outlet mall in Southeast Asia. Phase 3 features a trendy sports zone as well as an array of contemporary home and living offerings. The large concept stores offer shoppers a better shopping and browsing experience, exclusive in-store events and services, as well as innovative displays. There are two brand new tenants in Phase 3 – OBJET and COURTS – as well as new concept stores by international household names like Adidas, Nike and PUMA.



OPERATIONAL REVIEW

LANDSIDE OFF-TERMINAL DEVELOPMENT

Developments around Subang Aerotech Park

Collins Aerospace, the third largest aerospace manufacturer in the world, held the groundbreaking ceremony for the construction of their new Maintenance, Repair and Overhaul facility in September. The new facility at Subang Aerotech Park measures 164,837 square feet, which is three times larger than its existing Bukit Raja facility.

As part of the expansion, the facility will add new MRO capabilities for Collins Aerospace's air cycle machines, heat exchangers, engine starters, valves, propellers and actuation systems. The site will support a variety of aircraft, including the B787, B777X, A320, A380, ATR 42 and ATR allowing for faster turnaround time and more efficient service for its customers in the region. The new facility is targeted to be operational by Q4 2024.

Looking Ahead

Malaysia Airports will be undertaking revision and amendment to the masterplan for KLIA Aeropolis and Subang Airport. These masterplans are the blueprints for accelerating economic growth for Malaysia through the development of sustainable airport cities which are designed to catalyse high impact growth industries and future-proofing development amidst global megatrends. The approvals of the Development Order ("Kebenaran Merancang") from the local authorities are expected in 2023.



SUSTAINABILITY REVIEW

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

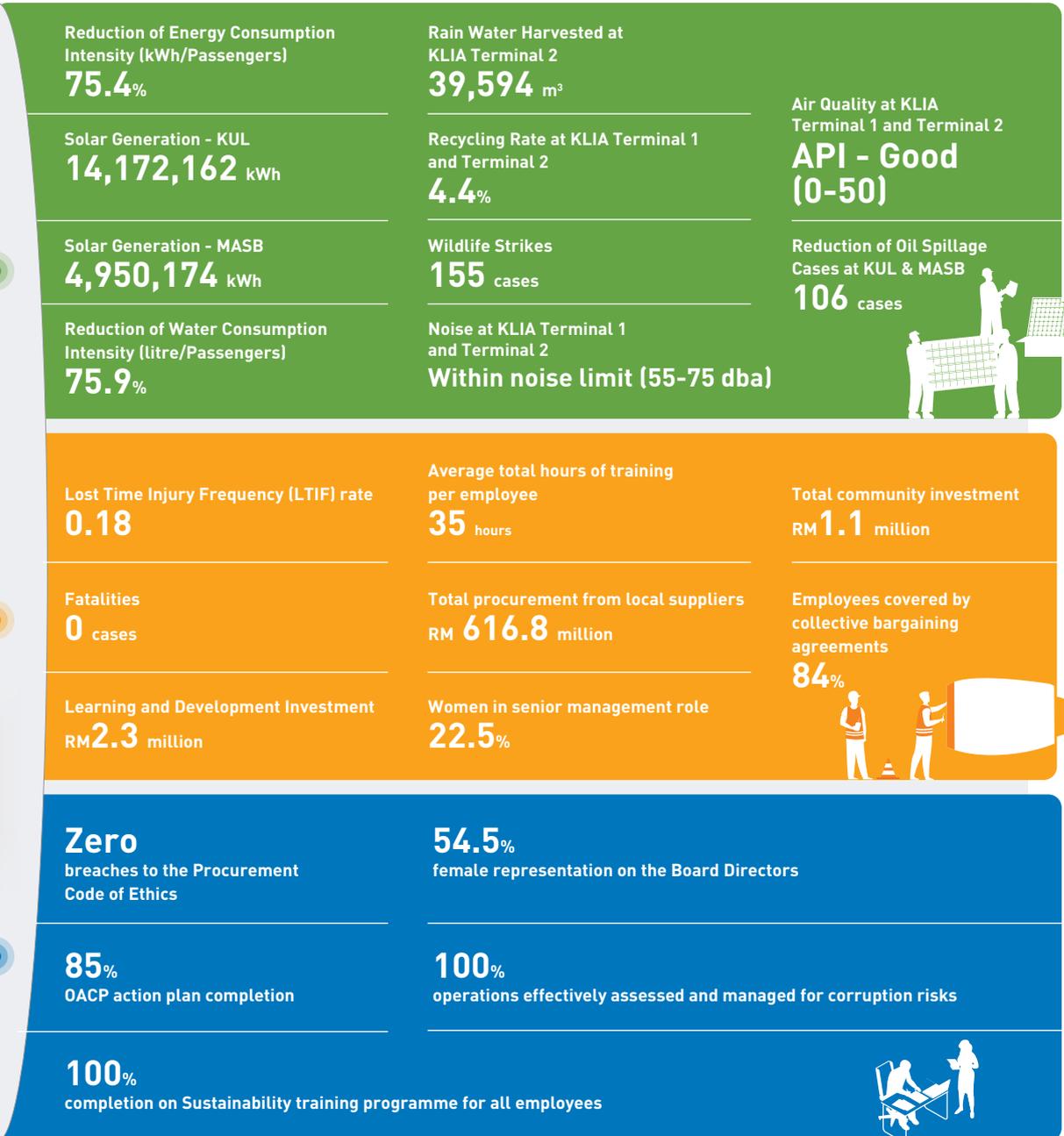


In 2022, Malaysia Airports began an exercise to review and improve its sustainability framework and address climate change. The revised framework which will be announced in 2023 includes developing a strategy and roadmap towards net-zero carbon emissions. As part of the transition, the Group has begun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

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

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

SUSTAINABILITY REVIEW



SUSTAINABILITY REVIEW

ENVIRONMENTAL

Manage and reduce the impact on the environment from business activities

E

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

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



SUSTAINABILITY REVIEW

IMPROVING ENERGY EFFICIENCY

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

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

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

ENERGY MONITORING AND CONTROL APPROACH IN KUL

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

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

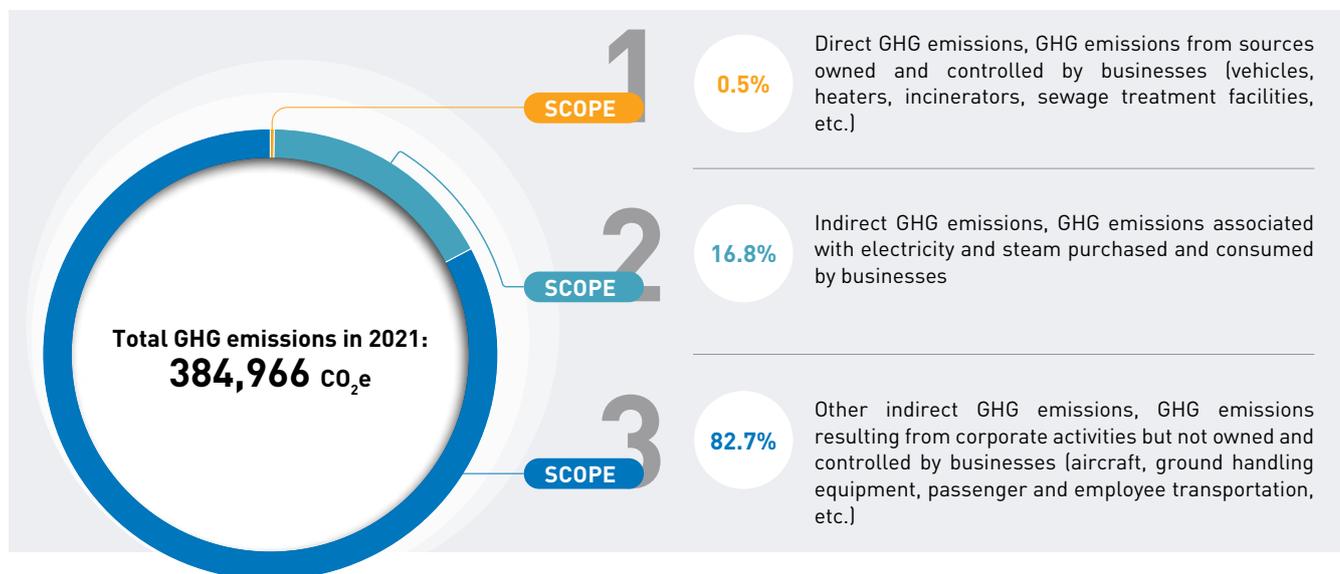
In addition, Malaysia Airports had previously invested RM4.0 million in 2020 to upgrade the conventional electricity meter at KUL to a smart meter system, namely Advance Metering Infrastructure (AMI), which is an integrated system of energy smart meters and communications networks that enables two-way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

CARBON EMISSIONS

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

A total of 384,966 tonnes of CO₂e of GHG emissions was recorded in FY2021, with Scope 1 and 2 amounting to 0.5% and 16.8% respectively. Scope 3 emissions form the largest proportion of our footprint at 82.7%.

SUSTAINABILITY REVIEW



Emissions - KUL

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

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

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

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

SUSTAINABILITY REVIEW

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

Contribution rates to the total emission reduction target are calculated, which must be less than 1%. Reduced carbon emissions are achieved through LED transformations in the areas under our responsibility at the terminal which amounted to 8,541 tCO₂e in 2022.

INCREASED USE OF SOLAR ENERGY

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

The use of solar energy reduces carbon emissions by 12,219,172.81 tCO₂. The Group gained cost savings of RM1,460,002 from the use of solar energy in 2022, an increase of 35% YoY.

ALTERNATIVE WATER SUPPLY AT KUL

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



SUSTAINABILITY REVIEW

WATER HARVESTING AT KLIA TERMINAL 2

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

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

The savings from rainwater harvested for 2022 amounts to RM99,842.87 due to the increase of the water tariff rate of RM2.86/m³ starting August 2022.

WASTE MANAGEMENT

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

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



SUSTAINABILITY REVIEW

MITIGATE IMPACT OF FLOODING

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

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

**NOISE**

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

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

AIR QUALITY

At KUL, we also measure our impact on air pollution with reference to four pollutant parameters that are components of Malaysia's Air Pollutant Index which is determined by the Department of Environment. These are Particulate Matter (PM), Sulphur Dioxide (SO₂), Carbon Monoxide (CO) and Nitrogen Dioxide (NO₂).

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

SUSTAINABILITY REVIEW

OIL SPILLAGE

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

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

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



SUSTAINABILITY REVIEW

WILDLIFE STRIKES

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

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

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

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

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

STANDARDS AND CERTIFICATION

ICAO ANNEX 14 STANDARDS AND CAAM AERODROME CERTIFICATION

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

ISO 14001: 2015 ENVIRONMENTAL MANAGEMENT SYSTEMS

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

ISO 50001: 2018 ENERGY MANAGEMENT SYSTEMS

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

MS 2530:2013 MALAYSIAN SUSTAINABLE PALM OIL (MSPO)

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

ACI AIRPORT CARBON ACCREDITATION

- KUL – Level 3

SUSTAINABILITY REVIEW

SOCIAL

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

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

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

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

S



SUSTAINABILITY REVIEW

HUMAN RIGHTS

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

APPLICABLE ILO FUNDAMENTAL CONVENTIONS

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

APPLICABLE MALAYSIAN EMPLOYMENT LAWS

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

KEY RESULTS

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

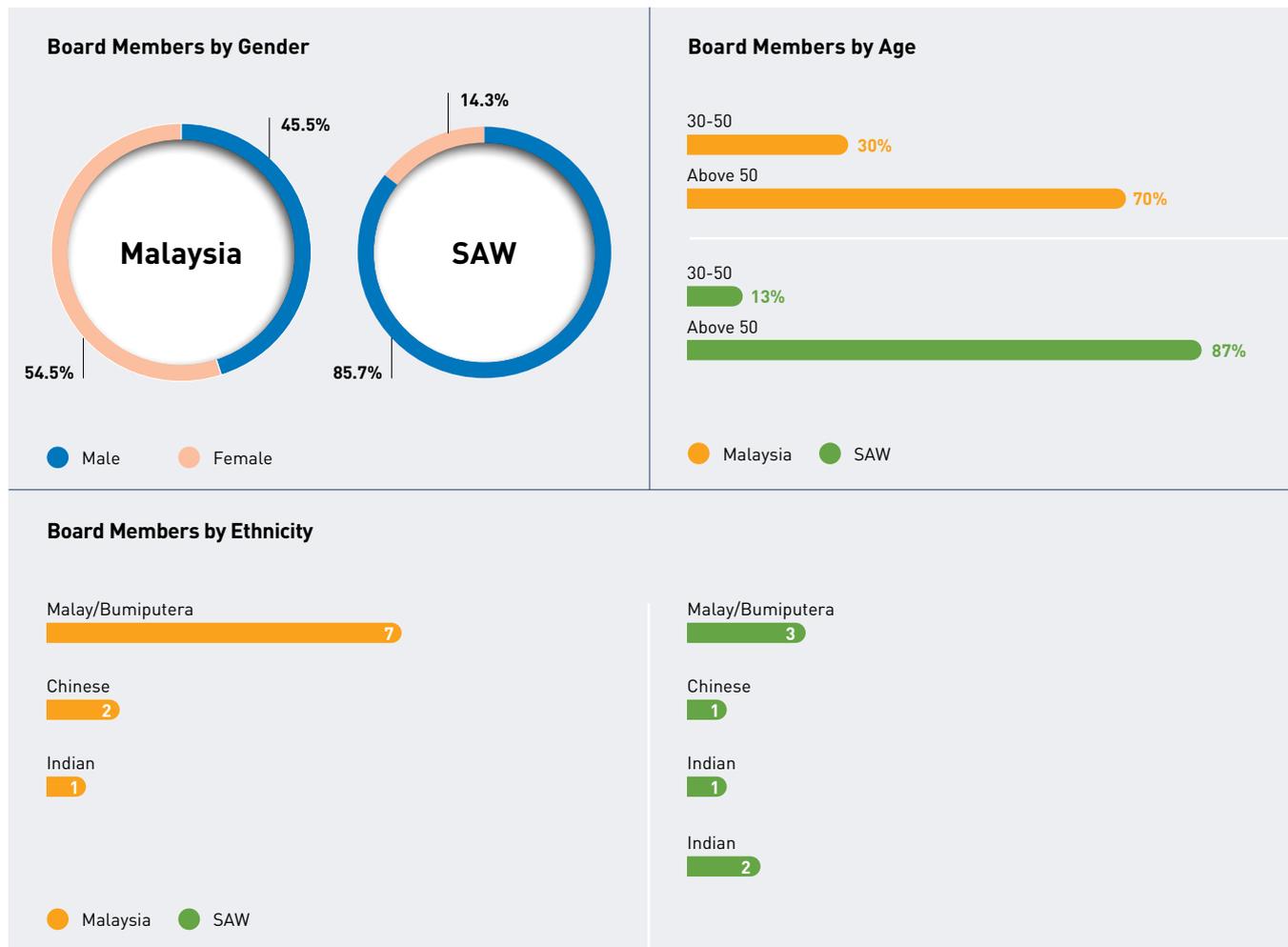
SUSTAINABILITY REVIEW

DIVERSITY

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

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

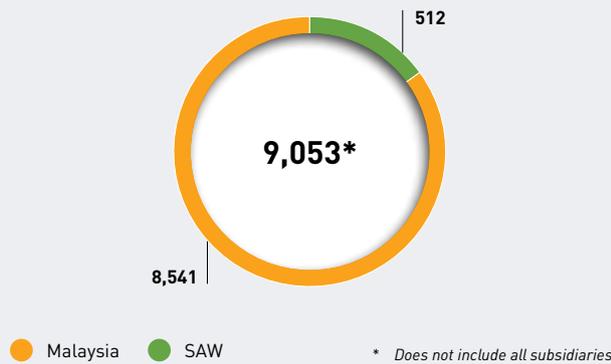
Board Diversity



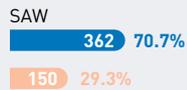
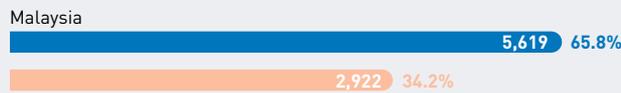
SUSTAINABILITY REVIEW

Employee Diversity

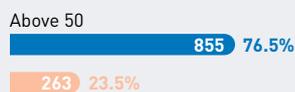
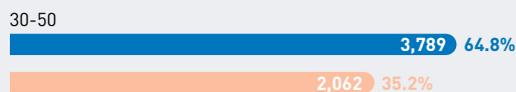
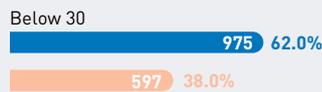
Employees by Region



Employees by Region and Gender



Employees by Age Group

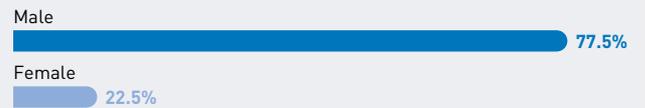


Male Female

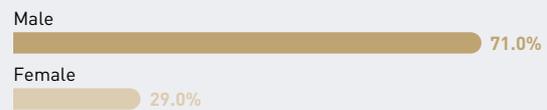
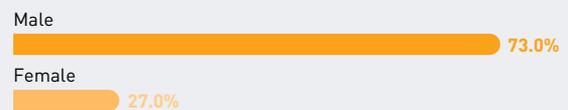
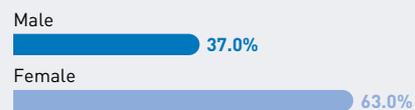
Malaysia

Percentage of Employees per Employee Category by Gender

Malaysia



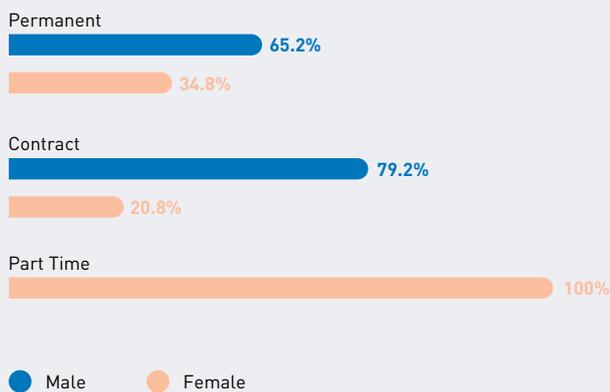
SAW



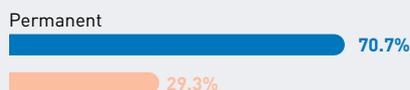
Senior Management Management Executive Non- Executive

SUSTAINABILITY REVIEW

Employees by Employment Contract and Gender



Malaysia



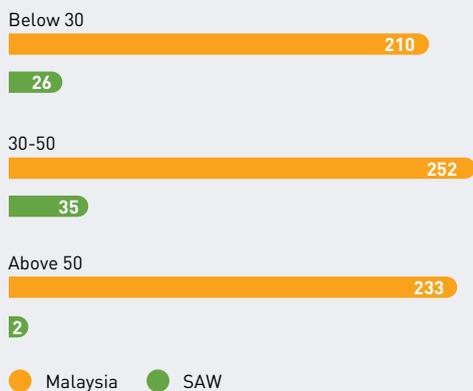
SAW

EMPLOYEE TURNOVER

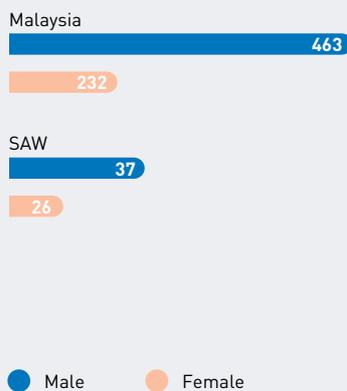
Zero retrenchments

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

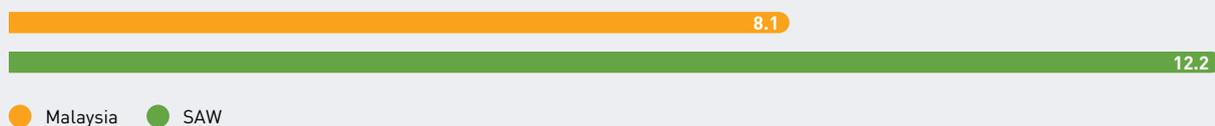
Employee Turnover by Age Group



Employee Turnover by Gender



Employee Attrition Rate



SUSTAINABILITY REVIEW

LEARNING AND DEVELOPMENT

Learning and development continues to be a priority

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

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

Competencies Focus

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

Leadership Development Focus

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

Learning outcomes closely aligned to strategic priorities

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

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

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

SUSTAINABILITY REVIEW

Upgrading skills and capabilities

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

Malaysia Airports Visionary and Effective Leadership program (MARVEL)

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

AVSEC Screener Certification

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

IT Certification

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

Project Management

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

Degree in Accounting (Hon)

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

My Airport Operations (Basic Airports Operations)

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

Pre-retirement Programme

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

SUSTAINABILITY REVIEW

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

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

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

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

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

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

SUSTAINABILITY REVIEW

Occupational health and safety remain top priority

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

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

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

Safety and Health Day

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

I'm Fit

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

Blood Donation drive

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

Fire Safety Awareness

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

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

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

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

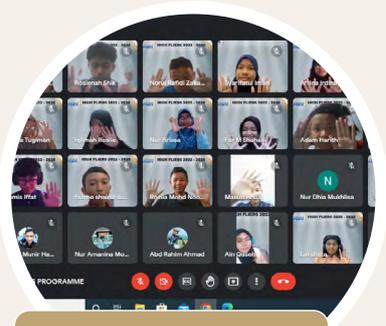
SUSTAINABILITY REVIEW

COMMUNITY ENRICHMENT



#MYAirportCARES helping students in need

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



Highfliers launches its second cohort

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

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



#MYAirportCARES brings cheer to the community

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

SUSTAINABILITY REVIEW



Beyond Borders education aid

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



Management of STOLports

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

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



3,603 volunteer hours for community initiatives

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

SUSTAINABILITY REVIEW

Award

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

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



STANDARDS AND CERTIFICATION

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

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

ISO 9001: 2015 QUALITY MANAGEMENT SYSTEMS

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

ISO 45001:2018 OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEMS

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

SUSTAINABILITY REVIEW



GOVERNANCE

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

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

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

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

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

SUSTAINABILITY REVIEW

CYBERSECURITY STRENGTHENED

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

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

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

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

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

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

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

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

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

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

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

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

SUSTAINABILITY REVIEW

UPHOLDING INTEGRITY IN OUR SUPPLY CHAIN

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

Gift Policy

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

Fraud Policy

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

Whistleblowing Policy

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

Procurement Manual

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

Corporate Integrity Pledge

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

Vendor Code of Ethics

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

SUSTAINABILITY REVIEW

Anti-Bribery and Corruption Policy Statement

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

Anti-Bribery Management System

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

STANDARDS AND CERTIFICATION

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

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

ISO 37001: 2016 ANTI-BRIBERY MANAGEMENT SYSTEMS

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

ISO/IEC 27001: 2013 INFORMATION SECURITY MANAGEMENT SYSTEMS

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

SUSTAINABILITY INDICATORS

AIRPORT CAPACITY

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

SUSTAINABILITY INDICATORS

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

SUSTAINABILITY INDICATORS

MALAYSIA AIRPORTS HOLDINGS BERHAD

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

SUSTAINABILITY INDICATORS

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

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

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

SUSTAINABILITY INDICATORS

MALAYSIA AIRPORTS HOLDINGS BERHAD

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

SUSTAINABILITY INDICATORS

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

SUSTAINABILITY INDICATORS

MALAYSIA AIRPORTS HOLDINGS BERHAD

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

SUSTAINABILITY INDICATORS

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

SUSTAINABILITY INDICATORS

MALAYSIA AIRPORTS HOLDINGS BERHAD

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

SUSTAINABILITY INDICATORS

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

* Excluding Sama-sama Hotel, ISG and MACS ME

SUSTAINABILITY INDICATORS

ISTANBUL SABIHA GÖKÇEN INTERNATIONAL AIRPORT

GRI Standard	GRI Disclosure	Indicators	Unit of Measurement	2020	2021	2022
ENVIRONMENTAL						
ENERGY EFFICIENCY						
GRI 302: Energy 2016	GRI 302-1 Energy consumption within the organisation	Fuel Consumption and Intensity				
		Diesel	litres	5,826	25,720	7,943
		Natural gas	m ³	7.5	7.1	3.833
		Total Fuel Consumption	million litres	7,500	7,100	3,800
		Fuel Intensity	litre/passenger	435.9	280.0	121.9
		Electricity Consumption				
		Total Electricity Consumption	kWh	39,320,349	48,463,751	50,202,040
	Electricity Intensity	electricity/passenger	2.3	1.9	1.6	
	GRI 302-3 Energy intensity	Energy Intensity				
		Energy Consumption	million kWh	65.7	76.0	50.2
		Energy Intensity	kWh/passenger	3.8	3.0	1.6
		YoY change	%	72.3	-21.1	-46.7
		Breakdown in Energy Consumption				
		Electricity	million kWh	39.3	48.5	50,202
Heating		million kWh	18.8	23.7	19,9	
Cooling	million kWh	7.6	3.8	N/A		
WATER MANAGEMENT						
GRI 303: Water and Effluents 2018	GRI 303-5 Water consumption	Water Consumption	million cubic metres	0.22	0.25	0.33
		Water Consumption Intensity	litre/passenger	12.8	9.8	10.8
		YoY change	%	13.6	(23.4)	9.8
WASTE MANAGEMENT						
GRI 306: Effluents and Waste 2016	GRI 306-3 Significant spills	Total Waste Sent to Landfill	million kg	4.6	5.9	5.3
		Recycled Waste	million kg	2.3	2.9	4.1
		Total Scheduled Waste Collected	tonnes	48.7	54.7	19.3
		Recycling Rate	%	49.7	49.5	75.6
		Waste Intensity	kg/pax	0.27	0.24	0.17
		Recycled Waste Intensity	kg/pax	0.13	0.12	0.13

SUSTAINABILITY INDICATORS

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

SUSTAINABILITY INDICATORS

ISTANBUL SABIHA GÖKÇEN INTERNATIONAL AIRPORT

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

SUSTAINABILITY INDICATORS

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

SUSTAINABILITY INDICATORS

ISTANBUL SABIHA GÖKÇEN INTERNATIONAL AIRPORT

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

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

SUSTAINABILITY INDICATORS

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

GRI CONTENT INDEX

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

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

GRI Standard	Disclosure	Page number
GRI 2: General Disclosures 202	2-1 Organisational details	12-14
	2-2 Entities included in the organization's sustainability reporting	15
	2-3 Reporting period, frequency and contact point	2, 148, 218
	2-4 Restatements of information	N/A
	2-5 External assurance	248
	2-6 Activities, value chain and other business relationships	55-59
	2-7 Employees	116-118
	2-9 Governance structure and composition	182-211
	2-10 Nomination and selection of the highest governance body	197-201
	2-11 Chair of the highest governance body	149, 187
	2-12 Role of the highest governance body in overseeing the management of impacts	6-11
	2-13 Delegation of responsibility for managing impacts	6
	2-15 Conflicts of interest	149-160, FS160-FS162
	2-16 Communication of critical concerns	188
	2-17 Collective knowledge of the highest governance body	191, 194-195
	2-19 Remuneration policies	202-205
	2-20 Process to determine remuneration	202-205
	2-22 Statement on sustainable development strategy	20, 211
	2-23 Policy commitments	115
	2-26 Mechanisms for seeking advice and raising concerns	211
2-27 Compliance with laws and regulations	54	
2-28 Membership associations	4	
2-29 Approach to stakeholder engagement	36-43	
2-30 Collective bargaining agreements	115, 138	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	44
	3-2 List of material topics	44-45
	3-3 Management of material topics	46-54
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	51

GRI CONTENT INDEX

GRI Standard	Disclosure	Page number
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	160
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	127, 139
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	52, 139
	205-2 Communication and training about anti-corruption policies and procedures	52, 139
	205-3 Confirmed incidents of corruption and actions taken	52, 139
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	54
GRI 207: Tax 2019	207-1 Approach to tax	FS54-FS55, FS68, FS77-FS79
GRI 302: Energy 2016	302-1 Energy consumption within the organization	107-131
	302-3 Energy intensity	131
	302-4 Reduction of energy consumption	107-108, 131
GRI 303: Water and Effluents 2018	303-5 Water consumption	131
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	107-108, 132
	305-2 Energy indirect (Scope 2) GHG emissions	107-108, 132
	305-3 Other indirect (Scope 3) GHG emissions	107-108, 132
	305-7 Nitrogen oxides (NOx), Sulphur oxides (SOx), and other significant air emissions	133
GRI 306: Waste 2020	306-3 Waste generated	133
	306-4 Waste diverted from disposal	133
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	136
	401-3 Parental leave	136
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	125
	403-3 Occupational health services	121-122
	403-5 Worker training on occupational health and safety	137
	403-6 Promotion of worker health	121-122
	403-9 Work-related injuries	137
GRI 404: Training and Education 2016	403-10 Work-related ill health	138
	404-1 Average hours of training per year per employee	119, 137
	404-2 Programs for upgrading employee skills and transition assistance programs	119-120, 137
	404-3 Percentage of employees receiving regular performance and career development reviews	137

GRI CONTENT INDEX

GRI Standard	Disclosure	Page number
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	116-118, 135-136
	405-2 Ratio of basic salary and remuneration of women to men	137
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	138
Airport Operators Sector Disclosures (A0)	Sector-Specific Disclosures: Airport Operator	
	A01 Total number of passengers annually	233
	A02 Total annual number of aircraft movements	233
	A03 Total amount of cargo tonnage	233
	A09 Total number of wildlife strikes per 10,000 aircraft movements	113, 134

Feedback

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

Email : CARE@malaysiaairports.com.my

Address : Malaysia Airports Holdings Berhad
Malaysia Airports Corporate Office

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

BOARD OF DIRECTORS' PROFILE

TAN SRI DATUK ZAINUN ALI

Non-Independent
Non-Executive Chairman



Gender



Age

71

Nationality



Date of Present Appointment: 17 February 2023

Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad
- Allianz Malaysia Berhad

Other Public Company:

- Permodalan Nasional Berhad

Membership of Board Committee(s)

- None

Number of Board Meetings Attended during the Year Under Review

Nil

Academic/Professional Qualification(s)

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

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

BOARD OF DIRECTORS' PROFILE

DATO' ISKANDAR MIZAL MAHMOOD

Managing Director



Gender



Age

57

Nationality



Date of Present Appointment: 25 October 2021

Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad

Other Public Company:

- None

Membership of Board Committee(s)

- None

Number of Board Meetings Attended during the Year Under Review

14/14

100%

Academic/Professional Qualification(s)

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

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

DATUK JOHAN MAHMOOD MERICAN

Non-Independent
Non-Executive Director

Gender 

Age 

Nationality 

Date of Present Appointment: 29 June 2022



Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad
- Bintulu Port Holdings Berhad

Other Public Company:

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

Membership of Board Committee(s)

- Member of Board Procurement Committee

Number of Board Meetings Attended during the Year Under Review

5/6

83%

Academic/Professional Qualification(s)

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

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

BOARD OF DIRECTORS' PROFILE

DATO' NORMAH OSMAN

Non-Independent
Non-Executive Director

Gender 

Age **55**

Nationality 

Date of Present Appointment: 26 April 2021



Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad

Other Public Company:

- None

Membership of Board Committee(s)

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

Number of Board Meetings Attended during the Year Under Review

14₁₄

100%

Academic/Professional Qualification(s)

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

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

WONG SHU HSIEN

Non-Independent
Non-Executive Director



Gender



Age

50

Nationality



Date of Present Appointment: 7 March 2019

Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad

Other Public Company:

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

Membership of Board Committees(s)

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

Number of Board Meetings Attended during the Year Under Review

12/14

86%

Academic/Professional Qualification(s)

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

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

BOARD OF DIRECTORS' PROFILE

ROHAYA MOHAMMAD YUSOF

Non-Independent
Non-Executive Director



Gender 

Age **58**

Nationality 

Date of Present Appointment: 1 October 2021

Present Directorship(s)

Listed Issuer:

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

Other Public Company:

- None

Membership of Board Committee(s)

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

Number of Board Meetings Attended during the Year Under Review

14/₁₄ **100%**

Academic/Professional Qualification(s)

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

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

DATUK AZAILIZA MOHD AHAD

Senior Independent
Non-Executive Director

Gender 

Age  62

Nationality 



Date of Present Appointment: 8 November 2016

Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad
- TIME dotCom Berhad

Other Public Company:

- None

Membership of Board Committees(s)

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

Number of Board Meetings Attended during the Year Under Review

14/14 100%

Academic/Professional Qualification(s)

- Bachelor of Laws, University of Malaya

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

BOARD OF DIRECTORS' PROFILE

TAN SRI MOHAMAD SALIM FATEH DIN

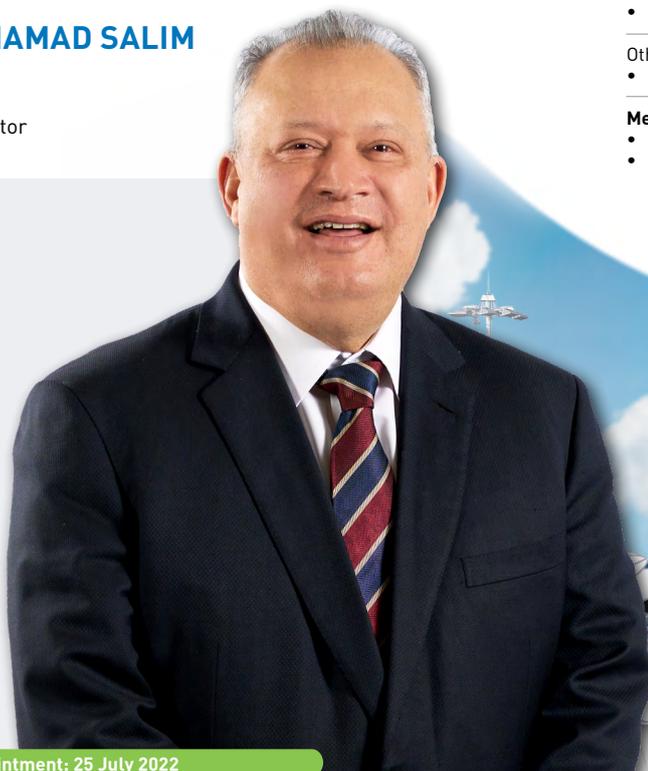
Independent
Non-Executive Director

Gender 

Age **65**

Nationality 

Date of Present Appointment: 25 July 2022



Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad
- Malaysian Resources Corporation Berhad

Other Public Company:

- None

Membership of Board Committee(s)

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

Number of Board Meetings Attended during the Year Under Review

5/5

100%

Academic/Professional Qualification(s)

- Malaysian Cambridge Examination (MCE)

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

DATO' IR. MOHAMAD HUSIN

Independent
Non-Executive Director



Gender



Age

69

Nationality



Date of Present Appointment: 15 August 2016

Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad

Other Public Company:

- None

Membership of Board Committees(s)

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

Number of Board Meetings Attended during the Year Under Review

14/14

100%

Academic/Professional Qualification(s)

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

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

BOARD OF DIRECTORS' PROFILE

RAMANATHAN SATHIAMUTTY

Independent
Non-Executive Director



Gender



Age

59

Nationality



Date of Present Appointment: 1 January 2019

Present Directorship(s)

Listed Issuer:

- Malaysia Airports Holdings Berhad
- AwanBiru Technology Berhad

Other Public Company:

- None

Membership of Board Committee(s)

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

Number of Board Meetings Attended during the Year Under Review

14/14

100%

Academic/Professional Qualification(s)

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

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

CHERYL KHOR HUI PENG

Independent
Non-Executive Director



Gender



Age

49

Nationality



Date of Present Appointment: 25 July 2022

Present Directorship(s)

Listed Issuer:

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

Other Public Company:

- Chubb Insurance Malaysia Berhad

Membership of Board Committee(s)

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

Number of Board Meetings Attended during the Year Under Review

5/5

100%

Academic/Professional Qualification(s)

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

Present Appointment(s)

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

Experience

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

Declaration by Director:

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

GROUP SENIOR MANAGEMENT

KEY SENIOR MANAGEMENT

DATO' ISKANDAR MIZAL MAHMOOD

Managing Director

Gender		
Age	57	
Nationality		

MOHAMED RASTAM SHAHROM

Group Chief Financial Officer

Gender		
Age	52	
Nationality		

AZMAN SHAH MOHAMED

Chief Human Capital Officer

Gender		
Age	58	
Nationality		

DR NOR AZLINA MOHD ISA

Head of Technical Services

Gender		
Age	48	
Nationality		

HANI EZRA HUSSIN

Senior General Manager, Commercial Services

Gender		
Age	48	
Nationality		

MEGAT ARDIAN WIRA MOHD AMINUDDIN

Senior General Manager, Strategy

Gender		
Age	51	
Nationality		

DATUK ABDULLAH KADIR BACHA

General Manager, Stakeholder Relations and Regulatory Affairs

Gender		
Age	70	
Nationality		

ROMIE KHALID

General Manager, Risk Management & Compliance

Gender		
Age	50	
Nationality		

MOHD ARIF JAAFAR

Senior General Manager, MA (Sepang)

Gender		
Age	58	
Nationality		

KAMARUZZAMAN RAZALI

Senior General Manager, MASB

Gender		
Age	59	
Nationality		

Additional information on Key Senior Management

Unless stated in their profiles, none of them has:

- Any directorship of public companies and listed issuers;
- Any family relationship with any director and or/substantial shareholder of the listed issuer;
- Any conflict of interest that he has with the listed issuer;

- Any list of convictions for offences within the past 5 years other than traffic offences; and
- Any particulars of sanctions and penalty imposed by relevant regulatory bodies.

GROUP SENIOR MANAGEMENT

DATO' ISKANDAR MIZAL MAHMOOD

Managing Director

**Academic/Professional Qualifications**

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

Experience

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

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

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

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

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

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

MOHAMED RASTAM SHAHROM

Group Chief Financial Officer

**Academic/Professional Qualifications**

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

Experience

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

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

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

GROUP SENIOR MANAGEMENT

IBRAHIM CHANG BOON TECK

Chief Procurement Officer



Gender	
Age	57
Nationality	

Date of Present Appointment: 1 January 2021

Academic/Professional Qualifications

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

Experience

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

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

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

AZMAN SHAH MOHAMED

Chief Human Capital Officer



Gender	
Age	58
Nationality	

Date of Present Appointment: 1 September 2017

Academic/Professional Qualifications

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

Experience

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

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

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

GROUP SENIOR MANAGEMENT

VIJAYKUMAR DAYINDE

Chief Information Officer

**Academic/Professional Qualifications**

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

Experience

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

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

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

DR NOR AZLINA MOHD ISA

Head of Technical Services

**Academic/Professional Qualifications**

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

Experience

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

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

GROUP SENIOR MANAGEMENT

HANI EZRA HUSSIN

Senior General Manager, Commercial Services



Gender	
Age	48
Nationality	

Date of Present Appointment: 1 March 2021

Academic/Professional Qualifications

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

Experience

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

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

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

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

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

MEGAT ARDIAN WIRA MOHD AMINUDDIN

Senior General Manager, Strategy



Gender	
Age	51
Nationality	

Date of Present Appointment: 1 March 2021

Academic/Professional Qualifications

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

Experience

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

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

GROUP SENIOR MANAGEMENT

ROSMAN NORDIN

Head of Internal Audit



Gender	
Age	49
Nationality	

Date of Present Appointment: 21 March 2022

Academic/Professional Qualifications

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

Experience

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

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

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

MOHAMED SALLAUDDIN MOHAMED SHAH

General Manager, Aviation Marketing and Development



Gender	
Age	60
Nationality	

Date of Present Appointment: 1 February 2008

Academic/Professional Qualifications

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

Experience

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

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

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

GROUP SENIOR MANAGEMENT

NORNAJIHAH ISMAIL

General Manager, Finance Business Partner



Academic/Professional Qualifications

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

Experience

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

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

DATUK ABDULLAH KADIR BACHA

General Manager, Stakeholder Relations and Regulatory Affairs



Academic/Professional Qualifications

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

Experience

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

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

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

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

GROUP SENIOR MANAGEMENT

LEE AI VIN

General Manager, Corporate Finance and Treasury

**Academic/Professional Qualifications**

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

Experience

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

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

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

MOHAMMAD AZMEL HARUN RASHEED

General Manager, Operational Excellence & Guests Experience

**Academic/Professional Qualifications**

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

Experience

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

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

GROUP SENIOR MANAGEMENT

ZULKIFLI BASHIR

General Manager, Aviation Security



Gender	
Age	65
Nationality	

Date of Present Appointment: 16 March 2020

Academic/Professional Qualifications

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

Experience

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

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

NOR AIDA OTHMAN

General Manager, Legal



Gender	
Age	54
Nationality	

Date of Present Appointment: 1 April 2020

Academic/Professional Qualifications

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

Experience

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

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

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

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

GROUP SENIOR MANAGEMENT

ZAWARDI SALLEH @ MOHAMED SALLEH

General Manager, Company Secretarial

**Academic/Professional Qualifications**

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

Experience

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

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

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

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

MUHAMMAD HIDAYAT ISMAIL

General Manager, Airport Fire & Rescue Service

**Academic/Professional Qualifications**

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

Experience

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

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

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

GROUP SENIOR MANAGEMENT

ROMIE KHALID

General Manager, Risk Management & Compliance



Academic/Professional Qualifications

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

Experience

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

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

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

AINON MAHAT

General Manager, Internal Audit



Academic/Professional Qualifications

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

Experience

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

GROUP SENIOR MANAGEMENT

IR. TS. MOHD KHAIRUDDIN SHAFIE

General Manager, Planning, Development, Standard & Safety

**Academic/Professional Qualifications**

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

Experience

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

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

NOR IZZAMY ABD AZIZ

General Manager, Corporate Planning

**Academic/Professional Qualifications**

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

Experience

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

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

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

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

GROUP SENIOR MANAGEMENT

AZAHAR AB RAHIM

General Manager, Human Capital Business Partner



Gender	
Age	50
Nationality	

Date of Present Appointment: 1 November 2022

Academic/Professional Qualifications

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

Experience

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

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

ZEID ABDUL RAZAK

General Manager, Regulatory Economics & Investor Relations



Gender	
Age	42
Nationality	

Date of Present Appointment: 1 November 2022

Academic/Professional Qualifications

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

Experience

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

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

GROUP SENIOR MANAGEMENT

MAZ HIZA NAZLY OTHMAN

General Manager, IT Architecture & Strategy

**Academic/Professional Qualifications**

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

Experience

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

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

ANIFRUZAIDI AB. RAHIM

General Manager, Project Management Office

**Academic/Professional Qualifications**

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

Experience

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

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

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

SUBSIDIARIES SENIOR MANAGEMENT

MOHD ARIF JAAFAR

Senior General Manager, MA (Sepang)



Gender	
Age	58
Nationality	

Date of Present Appointment: 1 January 2021

Academic/Professional Qualifications

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

Experience

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

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

SHAHRUNNIZAM ABD JAMIL

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



Gender	
Age	51
Nationality	

Date of Present Appointment: 1 February 2022

Academic/Professional Qualifications

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

Experience

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

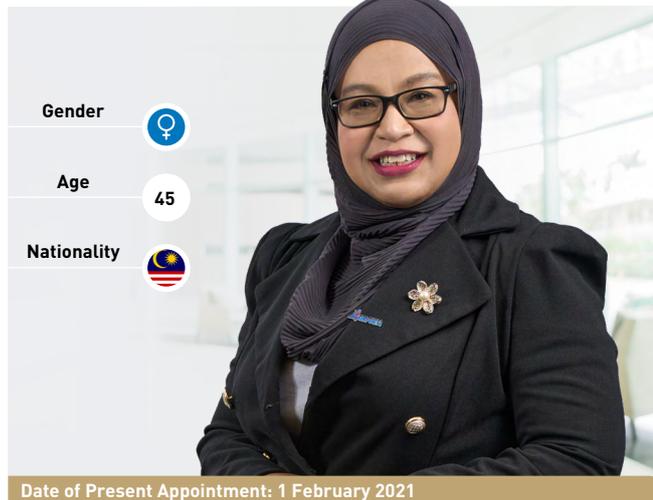
Shahrurnizam had over 21 years of experience working with Malaysia Airports, and he had held various responsibilities within the organisation. This includes senior positions in landscaping and grounds beautification at KUL, Formula 1 management at Sepang International Circuit and various landside operations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

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

SUBSIDIARIES SENIOR MANAGEMENT

TS. BIBI SABRENA SAKANDAR KHAN

Project Director, Client Office KLIA

**Academic/Professional Qualifications**

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

Experience

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

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

IR. TS. AZMAN YUSUF

General Manager, Engineering

**Academic/Professional Qualifications**

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

Experience

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

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

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

SUBSIDIARIES SENIOR MANAGEMENT

ABD HASMAN ABD MUHIMIM

General Manager, Operations KLIA, MA (Sepang)



Gender	
Age	43
Nationality	

Date of Present Appointment: 1 February 2022

Academic/Professional Qualifications

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

Experience

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

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

KAMARUZZAMAN RAZALI

Senior General Manager, MASB



Gender	
Age	59
Nationality	

Date of Present Appointment: 1 April 2023

Academic/Professional Qualifications

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

Experience

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

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

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

SUBSIDIARIES SENIOR MANAGEMENT

MOHAMMAD NAZLI ABDUL AZIZ

Executive Director, ISG & SGC

**Academic/Professional Qualifications**

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

Experience

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

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

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

BERK ALBAYRAK

Chief Executive Officer, ISG & SGC

**Academic/Professional Qualifications**

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

Experience

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

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

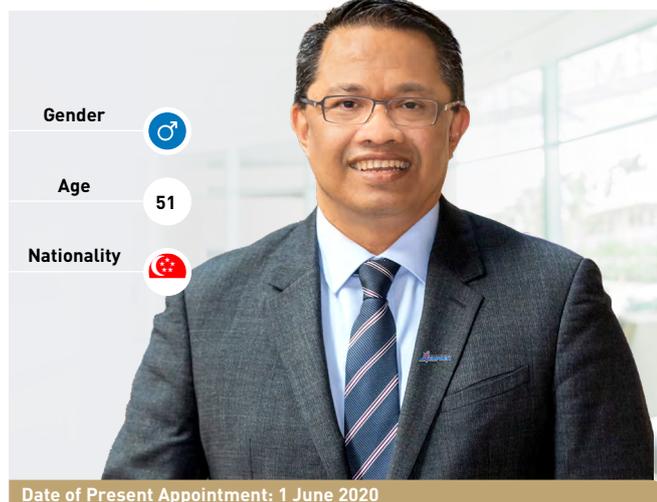
During his tenure with DHMI, he supervised large construction projects at Atatürk Airport, Antalya Airport, Izmir Adnan Menderes Airport, Ankara Esenboğa Airport and Siirt Airport.

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

SUBSIDIARIES SENIOR MANAGEMENT

ZULHIKAM AHMAD

Deputy CEO/Head of Corporate Services, ISG & SGC



Academic/Professional Qualifications

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

Experience

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

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

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

TAHIRAH MOHD. NOR

Chief Financial Officer, ISG



Academic/Professional Qualifications

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

Experience

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

SUBSIDIARIES SENIOR MANAGEMENT

RANDHILL SINGH

Head of KLIA Aeropolis

**Academic/Professional Qualifications**

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

Experience

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

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

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

AHMAD TARMIZI MOHD HASHIM

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

**Academic/Professional Qualifications**

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

Experience

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

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

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

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

SUBSIDIARIES SENIOR MANAGEMENT

TS. NURSHUHAILA MOHD AMIN

General Manager, UTW



Gender	
Age	49
Nationality	

Date of Present Appointment: 1 November 2018

Academic/Professional Qualifications

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

Experience

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

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

SUNDRALINGAM KULENDRA

General Manager, Sama-Sama Hotels KLIA



Gender	
Age	59
Nationality	

Date of Present Appointment: 16 April 2019

Academic/Professional Qualifications

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

Experience

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

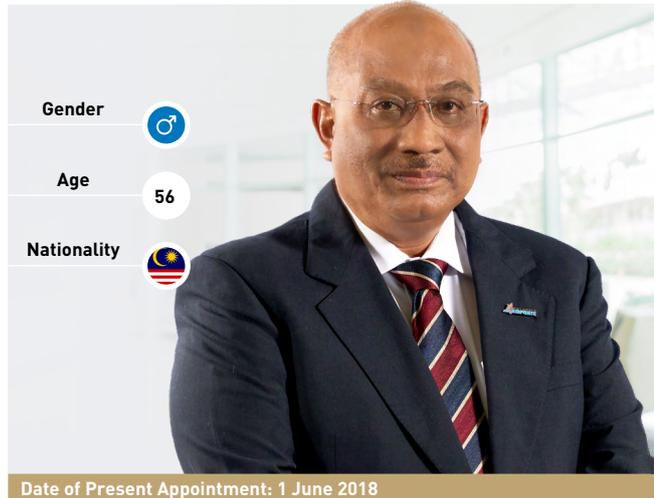
Sundra studied and worked professionally in Switzerland for 12 years in various hotels and resorts. He returned to Malaysia in 1996 and served in a few local hotels before joining the Pan Pacific Hotel.

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

SUBSIDIARIES SENIOR MANAGEMENT

AZHAR ARSHAD

General Manager, MAAH

**Academic/Professional Qualifications**

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

Experience

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

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

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

MD FADZWIN ABDUL RAHIM

General Manager, MA (Niaga)

**Academic/Professional Qualifications**

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

Experience

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

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

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

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

Additional information on Group Senior Management and Subsidiaries Senior Management

Unless stated in their profiles, none of them has:

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT



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

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

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

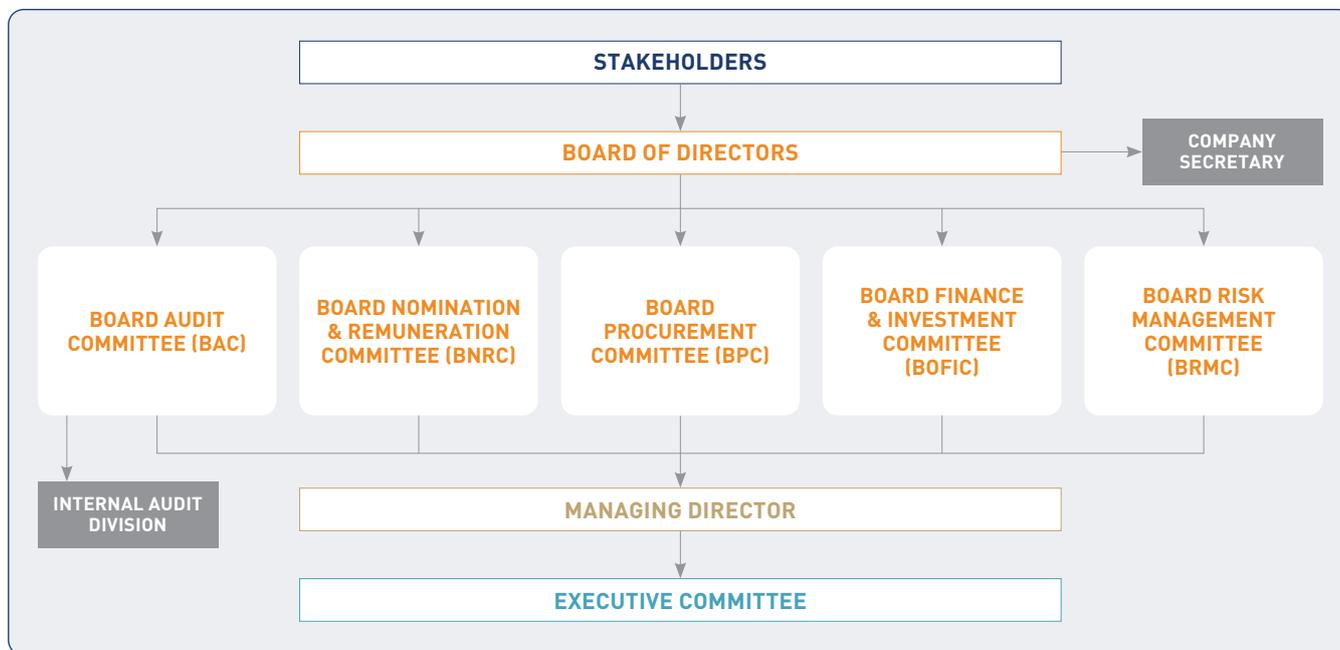
During the year under review, Malaysia Airports remained affirmed in upholding compliance with the following statutory and regulatory requirements, guidelines, and governance best practices:

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

CORPORATE GOVERNANCE FRAMEWORK

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



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



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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Roles and Responsibilities of the Board

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

BOARD OF DIRECTORS



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

MEETING ATTENDANCE:
 N/A

Members

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

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

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

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

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

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

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

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

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

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

Former Members who served during the year under review:

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

MAIN AREAS OF OVERSIGHT

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

MAIN ACTIVITIES IN 2022

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Delegation to Management

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

Roles of Chairman, Managing Director and Senior Independent Director

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

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



TAN SRI DATUK ZAINUN ALI
Chairman

ROLES AND RESPONSIBILITIES OF CHAIRMAN

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS



DATO' ISKANDAR MIZAL MAHMOOD
Managing Director

ROLES AND RESPONSIBILITIES OF MANAGING DIRECTOR

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



DATUK AZAILIZA MOHD AHAD
Senior Independent Director

ROLES AND RESPONSIBILITIES OF SENIOR INDEPENDENT DIRECTOR

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

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

Datuk Azailiza Mohd Ahad
Senior Independent Director

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Board Composition

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

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

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

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

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

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

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

Board Composition

1 MD

5 NINEDs

5 INEDs

Diversity

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

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

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

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

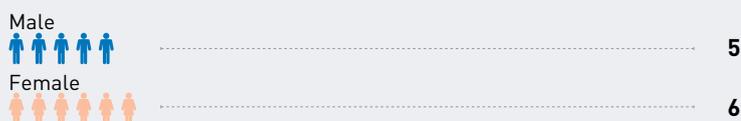
The gender diversity philosophy is cascaded from the Board to the Senior Management throughout the Group. The Company will

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

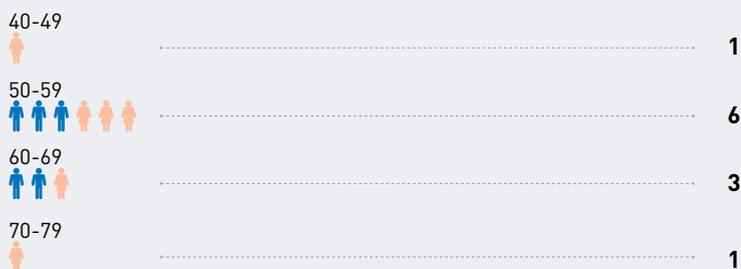
Whilst having regard to gender diversity, the Board also recognises that diversity should also be considered from other aspects such as cultural background, expertise, international and regional exposures, and industry expertise.

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

Board Gender Diversity



Directors' Age Range



Board Members' Ethnicity

8 Malay

2 Chinese

1 Indian

CORPORATE GOVERNANCE OVERVIEW STATEMENT

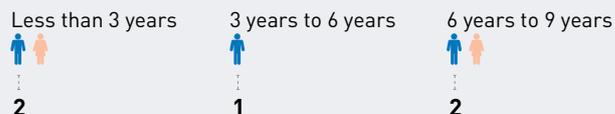
PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Tenure

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

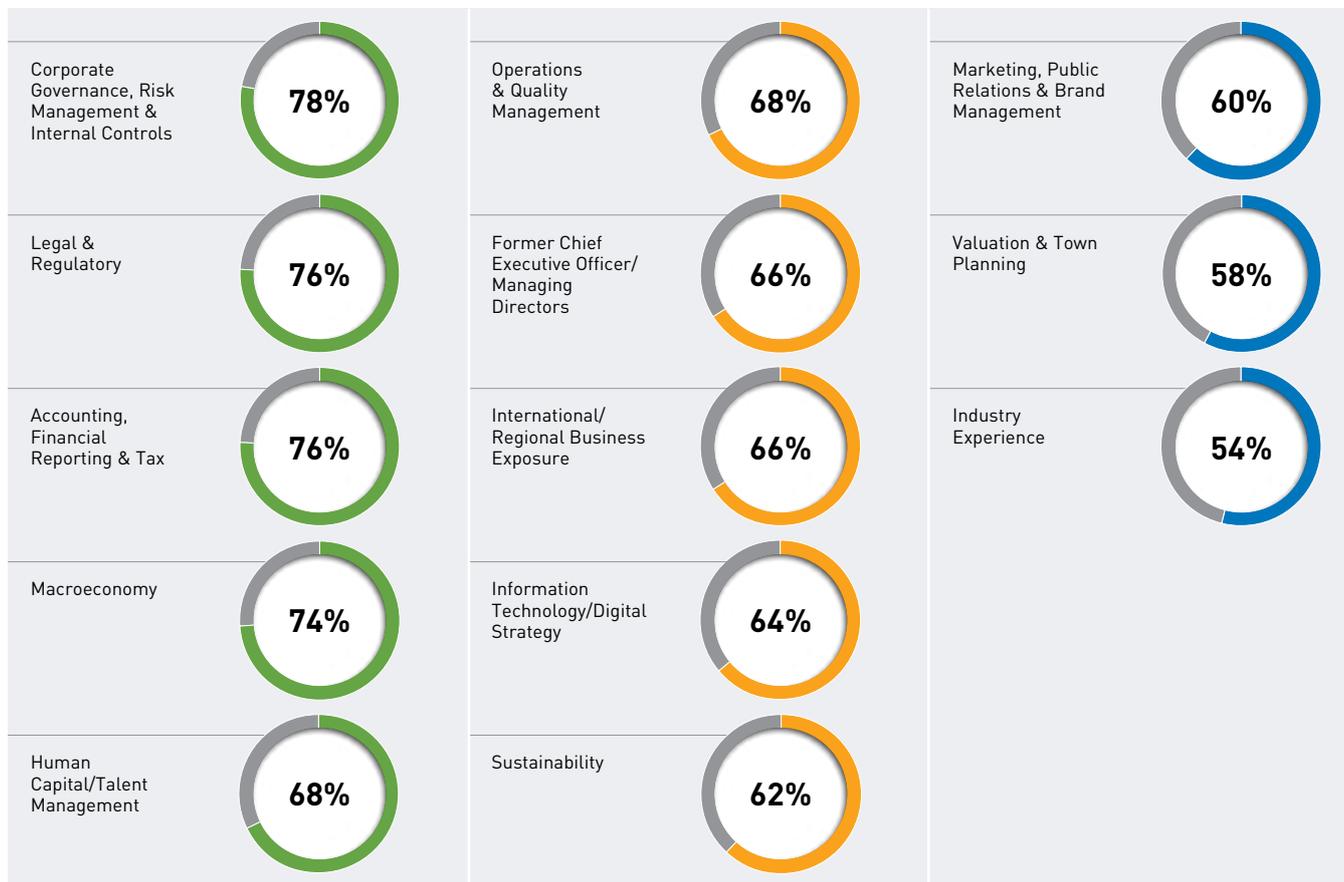
Tenure of Independent Directors



Board Members' Industry and Background Experience

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

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



CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Board's Attendance

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Supply of Information

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

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

Access to Management and Independent Advice

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

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

Declaration of Interest

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

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

Directors' Commitment

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

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

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

Succession Planning

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Induction and Continuous Professional Development

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

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

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Time spent on training in 2022:

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

Company Secretary

ZAWARDI SALLEH

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

BOARD NOMINATION & REMUNERATION COMMITTEE (BNRC) REPORT



Datuk Azailiza Mohd Ahad
Senior Independent Non-Executive Director

MEETING ATTENDANCE:
8/8

Members

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

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

Former Members who served during the year under review:

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

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

KEY FUNCTIONS

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

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

Composition

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

ACTIVITIES IN 2022

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Nomination and Appointment of Directors

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

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Directors' Retirement and Re-election

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

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

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

Tan Sri Datuk Zainun Ali

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

Datuk Johan Mahmood Merican

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

Tan Sri Mohamad Salim Fateh Din

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Cheryl Khor Hui Peng

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

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

Dato' Ir. Mohamad Husin

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

Datuk Azailiza Mohd Ahad

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

Fit and Proper Assessment

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Independence of Directors

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

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

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

Board Performance Evaluation

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

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

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

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Board Remuneration

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Subsidiaries of Malaysia Airports

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

Committee of Malaysia Airports' Subsidiaries

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

Management Committee of Malaysia Airports

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

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

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

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

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

** Being the Managing Director.

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

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

° For Chairman only.

°° For Managing Director only.

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

Senior Management Remuneration

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



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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Board Committees

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

BOARD AUDIT COMMITTEE (BAC)



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

MEETING
ATTENDANCE:
3/3

Members

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

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

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

Former Member who served during the year under review:

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

KEY FUNCTIONS

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

Composition

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

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

ACTIVITIES IN 2022

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

BOARD FINANCE & INVESTMENT COMMITTEE (BOFIC)



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

MEETING ATTENDANCE:
N/A

Members

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

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

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

Former Member who served during the year under review:

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

KEY FUNCTIONS

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

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

Composition

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

ACTIVITIES IN 2022

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

BOARD PROCUREMENT COMMITTEE (BPC)



Dato' Ir. Mohamad Husin
Independent Non-Executive Director

MEETING
ATTENDANCE:
12/12

Members

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

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

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

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

KEY FUNCTIONS

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

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

Composition

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

ACTIVITIES IN 2022

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

BOARD RISK MANAGEMENT COMMITTEE (BRMC)



Ramanathan Sathiamutty
Independent Non-Executive Director

MEETING ATTENDANCE:
3/3

Members

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

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

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

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

Former Members who served during the year under review:

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

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

KEY FUNCTIONS

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

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

Composition

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

ACTIVITIES IN 2022

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

CORPORATE GOVERNANCE CULTURE AS OUR CORE

Code of Ethics

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

A BOARD LEADERSHIP AND EFFECTIVENESS

Anti-Bribery and Corruption Policy Statement

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

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

Whistleblowing Policy

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

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

Complaints can be channeled online on the Company's website at www.malaysiaairports.com.my via the Whistleblowing Programme Reporting of Concern Form, or emailed to wic_secretariat@malaysiaairports.com.my, or by calling the hotline at 03-8777 7314 or 019-659 2263.

Sustainability

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

B EFFECTIVENESS AUDIT AND RISK MANAGEMENT

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

Board Audit Committee

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

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

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

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

Board Risk Management Committee

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

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

Risk Management and Internal Controls

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

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

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

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

Financial Reporting

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS**Communication and Relationship with Stakeholders**

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

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

INVESTOR RELATIONS

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

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

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

QUARTERLY FINANCIAL RESULTS AND ANALYST BRIEFING

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

INVESTOR ENGAGEMENT

COVID-19 Response

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

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

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

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

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

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

Investor Relations Portal

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

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

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

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

MALAYSIA AIRPORTS CREDIT RATING

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

Rating Agency	Credit Rating
RAM	AAA
Moody's	A3

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

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

Conferences, Roadshows and Events in 2022

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Conferences, Roadshows and Events in 2022

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

Equity Research Coverage

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

FINANCIAL CALENDAR

▶ General Meeting

28 April 2023Notice of 24th Annual General Meeting**1 June 2023**24th Annual General Meeting

▶ Financial Year 2022 - Quarterly Results Announcements

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

▶ Dividend

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

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

3.91 sen
per ordinary share
single-tier final
dividend FY2022

Notice of Book Closure Date
12 April 2023

Entitlement Date
28 April 2023

Payment Date
25 May 2023

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Communication to Investment Community

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

Engagement via mainstream, social and airport media channels

Quarterly financial results
press release

Media updates on business
developments

Extensive social media
engagement

Public outreach via virtual
and physical engagements

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

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

Investor Relations Contact:

Aizzura Ab Rahim

Tel : +603 8777 7407

E-Mail : ir@malaysiaairports.com.my

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE

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

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

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

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

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

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

COMPLIANCE STATEMENT

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

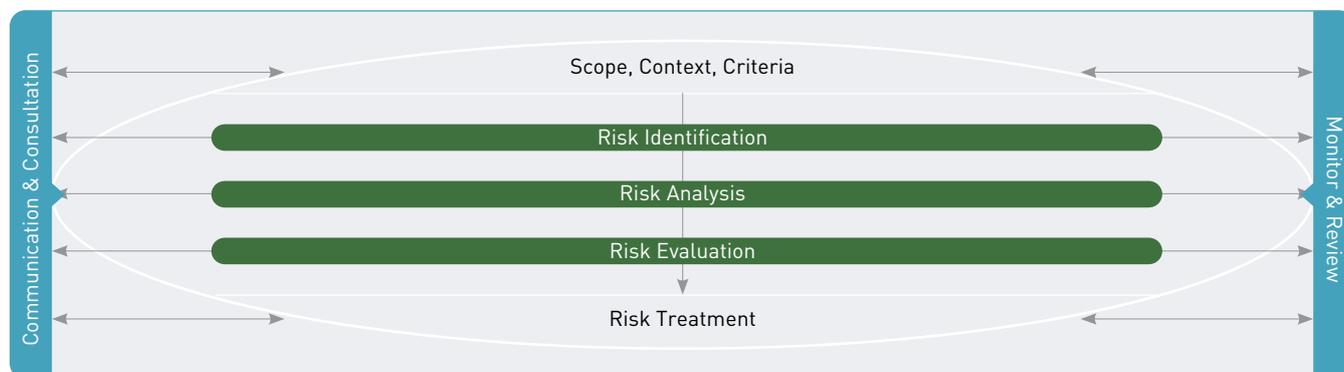
This Corporate Governance Overview Statement is made in accordance with a resolution of the Board as passed at the Board of Directors' meeting held on 10 April 2023.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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

THE FRAMEWORK

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



GOVERNANCE AND RESPONSIBILITY

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



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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

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



KEY RISK AREAS

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

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

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

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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

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

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

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

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

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

STRATEGIC RISK

- ▶ Enhancing shareholders value

MITIGATION & CONTROLS

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

FINANCIAL RISK

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

MITIGATION & CONTROLS

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

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

HUMAN CAPITAL RISK

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

MITIGATION & CONTROLS

- Talent identification and succession planning activities

REGULATORY COMPLIANCE RISK

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

MITIGATION & CONTROLS

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

OPERATIONAL RISKS**CYBER SECURITY RISK**

- ▶ Ensuring readiness to safeguard against sophistication of cyber criminals

MITIGATION & CONTROLS

- Implementation of Cyber Security Acceleration Programme (CSAP) 2.0

SECURITY RISK

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

MITIGATION & CONTROLS

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

SAFETY RISK

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

MITIGATION & CONTROLS

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

AGEING ASSETS RISK

- ▶ Ensuring airports' operations are running seamlessly

MITIGATION & CONTROLS

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

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

KEY ELEMENTS OF THE RISK MANAGEMENT AND INTERNAL CONTROL

COSO Internal Control - Integrated Framework

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



This is based on information from:

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

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

CONTROL ENVIRONMENT

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

RISK ASSESSMENT

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

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

CONTROL ACTIVITIES

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

INFORMATION & COMMUNICATION

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

MONITORING

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

AFFIRMATION BY THE MANAGING DIRECTOR AND GROUP CHIEF FINANCIAL OFFICER

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

REVIEW BY EXTERNAL AUDITORS

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

CONCLUSION

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

BOARD AUDIT COMMITTEE REPORT

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

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

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

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

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

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

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

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

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

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

SUMMARY OF ACTIVITIES DURING FINANCIAL YEAR 2022

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

Financial Reporting

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

Internal Control

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

Internal Audit

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

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

External Audit

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

Whistleblowing and Corporate Integrity

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

Annual Reporting

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

Other Activities

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

BOARD AUDIT COMMITTEE REPORT

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

INTERNAL AUDIT FUNCTION

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

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

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

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

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

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

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

Corporate and Governance

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

Information Technology

Cybersecurity, and IT procurement

Operation

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

Financial

Receivables & Collection, Cash Count

Others*

Special Reviews - Mega Projects Awarding Process

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

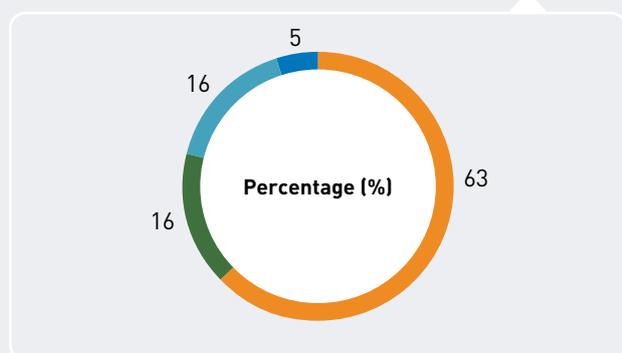
BOARD AUDIT COMMITTEE REPORT

INTERNAL AUDIT FUNCTION

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

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

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



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

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

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

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

Cheryl Khor Hui Peng
Chairman
Board Audit Committee

DIVIDEND POLICY

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

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

DIVIDEND PER SHARE (DPS)



ADDITIONAL COMPLIANCE INFORMATION

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

1. Status of Utilisation of Proceeds raised from Corporate Proposal

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

2. Audit and Non-Audit Fees

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

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

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

3. Material Contracts

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

4. Recurrent Related Party Transactions of Revenue Nature

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

5. Employees Share Option Scheme

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

6. Corporate Social Responsibility

Please refer to our Sustainability Section.

STATEMENT OF WORKFORCE

EXECUTIVE

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

MANAGEMENT

Chinese	28
Indian	22
Malay	383
Melanau	1
Others	2

NON EXECUTIVE

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

AIRPORTS STATISTICS

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

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

AIRPORTS STATISTICS

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



Scan here for
Airport Statistics 2022

ANALYSIS OF SHAREHOLDINGS AS AT 31 MARCH 2023

SHARE CAPITAL

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

ANALYSIS OF SHAREHOLDINGS AS AT 31 MARCH 2023

A. DISTRIBUTION OF SHAREHOLDINGS (MALAYSIAN & FOREIGN)

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

ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2023

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

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

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

ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2023

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

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

- The Minister of Finance (Incorporated)

D. SUBSTANTIAL SHAREHOLDERS AS AT 31 MARCH 2023

(as shown in the register of substantial shareholders)

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

ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2023

E. DIRECTORS' SHAREHOLDINGS AS AT 31 MARCH 2023

(as shown in the register of directors' shareholdings)

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

SHARE PRICE, VOLUME TRADED AND MARKET CAPITALISATION

2022 SHARE PRICE MOVEMENT

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



2022 MONTHLY TRADING VOLUME & SHARE PRICE

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

HISTORICAL PRICE AND MARKET CAPITALISATION

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



LIST OF PROPERTIES

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

LIST OF PROPERTIES

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

LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER Location: District of Limbang, Sarawak	Limbang Airport	25 years (Expiry date - 11 February 2034)	651.45 acres	-	-
MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER Location: District of Miri, Sarawak	Mulu Airport	25 years (Expiry date - 11 February 2034)	576.31 acres		
MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER Location: District of Miri, Sarawak	Bario STOLport	25 years (Expiry date - 11 February 2034)	74.52 acres		
MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER Location: District of Limbang, Sarawak	Ba'kelalan STOLport	25 years (Expiry date - 11 February 2034)	14.81 acres		
MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER Location: District of Miri, Sarawak	Long Lellang STOLport	25 years (Expiry date - 11 February 2034)	28.14 acres		
MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER Location: District of Miri, Sarawak	Long Banga STOLport	25 years (Expiry date - 11 February 2034)	36.45 acres		
MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER Location: District of Kapit, Sarawak	Kapit STOLport	25 years (Expiry date - 11 February 2034)	26.46 acres		

LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER Location: District of Mukah, Sarawak Malaysia	Mukah Airport	25 years (Expiry date - 11 February 2034)	6.63 acres	-	-
MALAYSIA AIRPORTS SDN BHD FEDERAL LAND COMMISSIONER Location: District of Kuala Terengganu, Terengganu Malaysia	Redang STOLport	25 years (Expiry date - 11 February 2034)	33.51 acres	-	-
MALAYSIA AIRPORTS (NIAGA) SDN BHD Location: Desa Cempaka, Bandar Baru Nilai Mukim Nilai, District of Seremban Negeri Sembilan, Malaysia	48 units of apartments	Freehold	-	3,791	1,671
MALAYSIA AIRPORTS (PROPERTIES) SDN BHD Location: Genting Permai Park & Resort District of Bentong, Pahang Malaysia	4 units of apartments	Freehold	-	342	546
MALAYSIA AIRPORTS (PROPERTIES) SDN BHD Location: Teluk Dalam, Pulau Pangkor District of Manjung, Perak Malaysia	14 units of apartments	Freehold	-	774	642

LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
MALAYSIA AIRPORTS SDN BHD Location: CL 205357688 Sierra Estates Condominium Jalan Ranca-Ranca Federal Territory of Labuan Malaysia	32 units of apartments	Leasehold of 99 years (Expiry date - 31 December 2089)	-	3,175	-
MALAYSIA AIRPORTS SDN BHD 70021493 Location: CL 205359593 Kg. Nagalang Federal Territory of Labuan Malaysia	Land (Residential)	Leasehold of 99 years (Expiry date - 31 December 2090)	0.9 acres	-	191
MALAYSIA AIRPORTS SDN BHD 70046297 Location: CL 205317951 Kg. Nagalang Federal Territory of Labuan Malaysia	Land (Agricultural)	Leasehold of 99 years (Expiry date - 31 December 2077)	1.04 acres	-	162
MALAYSIA AIRPORTS SDN BHD 70023359 Location: District of Subang, Selangor Malaysia	APAC building (Ex-Cargo Complex)	A total right of occupation of 60 years (Expiry date - 31 December 2066)	6.5 acres	35,072	1
MALAYSIA AIRPORTS SDN BHD 70041246 Location: District of Subang, Selangor Malaysia	6 units of single storey houses (Masjid Quarters)	A total right of occupation of 60 years (Expiry date - 31 December 2066)	3.58 acres	1,376	446

LIST OF PROPERTIES

LEASED PROPERTIES	DESCRIPTION AND EXISTING USE	TENURE	LAND AREA	BUILT-UP AREA (SQM)	NET BOOK VALUE AS AT 31 DEC 2022 (RM'000)
MALAYSIA AIRPORTS SDN BHD 70041247 Location: District of Subang, Selangor Malaysia	Helicopter Centre (Airbus (M) Facility)	A total right of occupation of 60 years (Expiry date of 31 December 2066)	21 acres	10,000	24,092
MALAYSIA AIRPORTS HOLDINGS BHD 70001251 Location: District of Sepang, Selangor Malaysia	Malaysia Airports Corporate office KLIA	A total right of occupation of 25 years (Expiry date - 11 February 2034)	3 acres	9,997	12,266
MALAYSIA AIRPORTS (SEPANG) SDN BHD 70117119-70117126 Location: District of Sepang, Selangor Malaysia	Malaysia Airports Child Care Centre	A total right of occupation of 25 years (Expiry date - 11 February 2034)	1.94 acres	1,963	2,591

Note:

* Pursuant to the KLIA Land Lease Agreement dated 18 October 1999 entered into between Malaysia Airports (Sepang) Sdn Bhd (MA (Sepang)) and the Federal Land Commissioner (FLC), MA (Sepang) has been granted the right of use of the KLIA land for a period of 50 years.

However, following a restructuring exercise for Malaysia Airports, the Land Lease Agreement was replaced by a new Land Lease Agreement dated 12 February 2009. MA (Sepang) has been granted the right of use of the KLIA land for a period of 25 years.

** Pursuant to the Land Lease Agreement dated 26 October 2007 entered into between Malaysia Airports Holdings Bhd and the FLC, MAHB has been granted a lease of land of Sultan Abdul Aziz Shah (SAAS) Airport for a period of 60 years.

GROUP CORPORATE DIRECTORY

MALAYSIA AIRPORTS HOLDINGS BERHAD AND GROUP

Registered Address:
Malaysia Airports Corporate Office
Persiaran Korporat KLIA
64000 KLIA, Sepang
Selangor Darul Ehsan
Tel : +603-8777 7000
Fax : +603-8777 7778/+603-8777 7512

MALAYSIA AIRPORTS HOLDINGS BERHAD

Registration No. 199901012192 [487092-W]

MALAYSIA AIRPORTS SDN BHD

Registration No. 199101020335 [230646-U]

MALAYSIA AIRPORTS CONSULTANCY SERVICES SDN BHD

Registration No. 199601002899 [375245-X]

KLIA AEROPOLIS SDN BHD

Registration No. 201601041450 [1212392-H]

Business Address:
Malaysia Airports Corporate Office
Persiaran Korporat KLIA
64000 KLIA, Sepang
Selangor Darul Ehsan
Tel : +603-8777 7000
Fax : +603-8777 7778/+603-8777 7512

MALAYSIA AIRPORTS (SEPANG) SDN BHD

Registration No. 199401034797 [320480-D]

Business Address:
4th Floor, Airport Management Centre
Kuala Lumpur International Airport
64000 KLIA, Sepang
Selangor Darul Ehsan
Tel : +603-8777 7000
Fax : +603-8777 7778/+603-8777 7512

MALAYSIA AIRPORTS (NIAGA) SDN BHD

Registration No. 199301026572 [281310-V]

Business Address:
3rd Floor, Airport Management Centre
Kuala Lumpur International Airport
64000 KLIA, Sepang
Selangor Darul Ehsan
Tel : +603-8776 8600
Fax : +603-8787 3747

K.L. AIRPORT HOTEL SDN BHD

Registration No. 199501001669 [330863-D]

Business Address:
Sama-Sama Hotel
Kuala Lumpur International Airport
Jalan CTA 4B
64000 KLIA, Sepang
Selangor Darul Ehsan
Tel : +603-8787 3333
Fax : +603-8787 5555

MAB AGRICULTURE- HORTICULTURE SDN BHD

Registration No. 199801011774 [467902-D]

Business Address:
4th Floor, Airport Management Centre
Kuala Lumpur International Airport
64000 KLIA, Sepang
Selangor Darul Ehsan
Tel : +6019 2824 362
Fax : +6019 2163 025

URUSAN TEKNOLOGI WAWASAN SDN BHD

Registration No. 199801003752 [459878-D]

Business Address:
1st Floor, Civil Engineering Building
Engineering Complex
Kuala Lumpur International Airport
64000 Sepang
Selangor Darul Ehsan
Tel : +603-8776 7002
Fax : +603-8787 2455

İSTANBUL SABİHA GÖKÇEN ULUSLARARASI HAVALİMANI YATIRIM YAPIM VE İŞLETME A.Ş. (656447)

Business Address:
Sanayi Mahallesi
Havaalanı iç yolu Caddesi Kapı No:1
İstanbul Sabiha Gökçen Uluslararası
Havalimanı
Terminal Binası Yönetim Katı
Pendik 34906 İstanbul - Türkiye
Tel : +90 216 588 80 00
Fax : +90 216 588 80 10

SGC HAVALİMANI İŞLETMELERİ TİCARET VE TURİZM A.Ş. (660779)

Business Address:
Sanayi Mahallesi
Havaalanı iç yolu Caddesi Kapı No:1
İstanbul Sabiha Gökçen Uluslararası
Havalimanı
Terminal Binası Yönetim Katı
Pendik 34906 İstanbul - Türkiye
Tel : +90 216 588 50 00
Fax : +90 216 588 50 05

AIRPORT DIRECTORY

INTERNATIONAL AIRPORT

KL INTERNATIONAL AIRPORT

64000 KLIA Sepang
Selangor Darul Ehsan, Malaysia
Tel : +603-8777 8888
Fax : +603-8926 5510

KOTA KINABALU INTERNATIONAL AIRPORT

Beg Berkunci No. 134
Aras 5, Bangunan Terminal 1
88740 Kota Kinabalu Sabah, Malaysia
Tel : +6088-325 555
Fax : +6088-325 511
(STOLports under the supervision of
Kota Kinabalu International Airport:
Kudat & Long Pasia)

KUCHING INTERNATIONAL AIRPORT

Peti Surat 1070
93722 Kuching, Sarawak, Malaysia
Tel : +6082-617 005

LANGKAWI INTERNATIONAL AIRPORT

07100 Padang Mat Sirat, Pulau
Langkawi, Kedah Darul Aman, Malaysia
Tel : +604-955 1311
Fax : +604-955 1314

PENANG INTERNATIONAL AIRPORT

11900 Bayan Lepas Pulau Pinang,
Malaysia
Tel : +604-252 0252
Fax : +604-643 5339

DOMESTIC AIRPORT

MELAKA AIRPORT

75350 Melaka, Malaysia
Tel : +606-317 5860
Fax : +606-317 5214

SULTAN ABDUL AZIZ SHAH AIRPORT

47200 Subang, Selangor Darul Ehsan,
Malaysia
Tel : +603-7845 3245
Fax : +603-7846 3679

SULTAN ABDUL HALIM AIRPORT

06550 Alor Setar
Kedah Darul Aman, Malaysia
Tel : +604-714 4126
Fax : +604-714 5345

SULTAN AHMAD SHAH AIRPORT

25150 Kuantan
Pahang Darul Makmur, Malaysia
Tel : +609-531 2123
Fax : +609-538 4017
(STOLport under the supervision of
Sultan Ahmad Shah Airport: Tioman)

SULTAN AZLAN SHAH AIRPORT

31350 Ipoh
Perak Darul Ridzuan, Malaysia
Tel : +605-318 8202
Fax : +605-312 2295
(STOLport under the supervision of
Sultan Azlan Shah Airport: Pangkor)

SULTAN ISMAIL PETRA AIRPORT

Pengkalan Chepa
16100 Kota Bharu, Kelantan Darul Naim
Malaysia
Tel : +609-773 7400
Fax : +609-773 2852

SULTAN MAHMUD AIRPORT

21300 Kuala Terengganu
Terengganu Darul Iman, Malaysia
Tel : +609-667 3666
Fax : +609-662 6670

BINTULU AIRPORT

97000 Bintulu, Sarawak, Malaysia
Tel : +6086-339 163
Fax : +6086-337 011
(STOLport under the supervision of
Bintulu Airport: Belaga)

LIMBANG AIRPORT

98700 Limbang Sarawak, Malaysia
Tel : +6085-212 090
Fax : +6085-214 979

MIRI AIRPORT

P.O. Box 851
98008 Miri, Sarawak, Malaysia
Tel : +6085-615 204/205
Fax : +6085-614 357

(STOLports under the supervision of Miri
Airport: Long Seridan, Long Banga, Long
Lellang, Long Akah, Marudi, Bakelalan, Long
Semado, Lawas and Bario)

MUKAH AIRPORT

Jalan Oya, Mukah,
96400, Mukah, Sarawak
Tel : +608-4871 212

MULU AIRPORT

98008 Miri, Sarawak, Malaysia
Tel : +6085-792 102
Fax : +6085-792 102

SIBU AIRPORT

P.O. Box 645
96000 Sibu, Sarawak, Malaysia
Tel : +6084-307 770
Fax : +6084-307 709
(STOLports under the supervision of
Sibu Airport: Kapit)

LABUAN AIRPORT

Jalan Tun Mustafa P.O. Box 80569,
87015 W.P. Labuan Sabah, Malaysia
Tel : +6087-416 007/415 015

LAHAD DATU AIRPORT

P.O. Box 60928
91118 Lahad Datu, Sabah, Malaysia
Tel : +6089-881 033
Fax : +6089-881 618

SANDAKAN AIRPORT

P.O. Box 1719
90719 Sandakan, Sabah, Malaysia
Tel : +6089-667 784
Fax : +6089-667 778

TAWAU AIRPORT

P.O. Box 60132
91011 Tawau, Sabah, Malaysia
Tel : +6089-950 777
Fax : +6089-950 781
(STOLport under the supervision of
Tawau Airport: Semporna)

INDEPENDENT ASSURANCE STATEMENT



SIRIM QAS INTERNATIONAL SDN BHD INDEPENDENT ASSURANCE STATEMENT

To Board of Directors, Stakeholders, and Interested Parties,

SIRIM QAS International Sdn. Bhd. was engaged by Malaysia Airports Holdings Berhad (hereafter referred to as MAHB) to perform an independent verification and provide assurance of MAHB Sustainability Review 2022. The main objective of the verification process is to provide assurance to MAHB and its stakeholders on the accuracy and reliability of the information as presented in this report. The verification by SIRIM QAS International applied to all sustainability performance information (subject matter) within the assurance scope which is included in MAHB Sustainability Review 2022.

The management of MAHB was responsible for the preparation of the Sustainability Review. The objectivity and impartiality of this report is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of the MAHB Sustainability Review and Integrated Annual Report 2022.

The assurance engagement was designed to provide limited assurance in reference to International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and BURSA Sustainability Reporting Guide, irrespective of the organization's ability to achieve its objectives, targets or expectations on their subject matter and sustainability-related issues. The assurance activity evaluates the adequacy of MAHB Sustainability Report and its overall presentation against respective framework such as UN-SDGs, GRI Standards requirement and other relevant frameworks. The assurance process involves verification of applicable subject matter. Details provided in Appendix 1 of this statement.

The verification was carried out by SIRIM QAS International in March 2023, with the following methodologies:

- Reviewing and verifying the traceability, consistency and accuracy of information collected from various sources; internal and external documentation which are made available during the conduct of assessment.
- Verification of data presented in the Sustainability Review includes a detailed review of the sampled data.
- Interviewing key personnel responsible for collating information and writing various parts of the report in order to substantiate the veracity of the claims.

Enhancement in 2022

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

INDEPENDENT ASSURANCE STATEMENT

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of other information reported in MAHB's Integrated Report 2022.
- The MAHB corporate office in Sepang, Selangor, was visited as part of this assurance engagement. The verification process did not include physical inspections of any of MAHB's assets. And,
- The verification team did not verify any contractor or third-party data, including the total computation of carbon footprint for Malaysia Airports has been based on the Airport Carbon Emission Reporting Tool (ACERT) under Airport Carbon Accreditation program.

Conclusion

SIRIM QAS International, a Conformity Assessment Body in Malaysia, is accredited to both ISO 17021-1:2015 and ISO 17065:2012 covering all our operational activities. The appointed assessors performing the assurance engagement were selected appropriately based on our internal qualifications, training and experience. The verification process is reviewed by management to ensure that the approach and assurance are strictly followed and operated transparently. During the verification process, issues were raised, and clarifications were sought from the management of MAHB relating to the accuracy of some of the information contained in the report. In response to the raised findings, the Sustainability Review was subsequently reviewed and revised by MAHB. It is confirmed that changes that have been incorporated into the final version of the report have satisfactorily addressed all issues. Based on the scope of the assessment process and evidence obtained, the following represents SIRIM QAS International's opinion:

- The level of data accuracy included in MAHB Sustainability Review 2022 is fairly stated;
- The level of disclosure of the specific sustainability performance information presented in the report was found to be properly prepared;
- The personnel responsible were able to demonstrate the origin(s) and interpretation of data contained in the report;
- The sustainability report provides a reasonable and balanced presentation of the sustainability performance of Malaysia Airports Holdings Berhad.

List of Assessors.

1)	Ms. Aernida Abdul Kadir	:	Team Leader
2)	Ms. Kamini Sooriamoorthy	:	Team Member
3)	Ms. Suzalina Kamaralarifin	:	Team Member

Statement Prepared by:

AERNIDA BINTI ABDUL KADIR

Team Leader
Management System Certification Department
SIRIM QAS International Sdn. Bhd.

Date: 30 March 2023

Statement Approved by:

FAUZIAH BINTI FADZIL

Acting Senior General Manager
Management System Certification Department
SIRIM QAS International Sdn. Bhd.

Date: 6 April 2023

INDEPENDENT ASSURANCE STATEMENT

Appendix 1 The topics and information covered in this assessment is tabulated below:		CLASSIFICATION OF DATA			
		HIGH	MEDIUM	LOW	UN SUBSTANTIATED
Environment	Improving Energy Efficiency				
	Energy Monitoring and Control				
	Waste Management				
	Water Management				
	Water Management – Rainwater Harvesting				
	Standard and Certification				
Social	Human Rights				
	Diversity				
	Turnover				
	Learning and Development				
	Health and Safety				
	Community Enrichment				
	Standard and Certification				
Governance	Cybersecurity				
	Procurement				
	Integrity in Supply Chain				
	Standard and Certification				
Airport Data	MASB and KUL, Malaysia				
	SAW, Türkiye				

Note 1:

This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd shall not be responsible for any changes or additions made after the referred date (6 April 2023).

Note 2:

The assurance involves activity aims to obtain sufficient appropriate evidence to express a conclusion designed to enhance the degree of confidence of the intended users other than the responsible party, about the subject matter information. It comprises of activities carried out to assess the quality and credibility of the qualitative and quantitative information reported by the organization. This assurance is different from activities used to assess or validate the organization's performance, such as compliance assessments or the issuing of certifications against specific standards.

Note 3:

Definition of HIGH, MEDIUM, LOW and UNSUBSTANTIATED Classification of Data in this Appendix 1.

HIGH – Data and information reviewed has been confirmed with the direct owners. The source of the data origin was provided during the conduct of the assessment.

MEDIUM – Data and information has been confirmed with the direct owners. However, the source of the data origin has been based on secondary data which is not accessible by the verifiers during the conduct of the assessment.

LOW – Data and information reviewed has been based on information endorsed by the data owners. Verifiers did not have access to the source of the data origin. It has been identified as one of the limitations during the conduct of the assessment.

UNSUBSTANTIATED – Data and information was not made available during the assessment review period due to reasons like confidentiality, unattainable data source and unavailable data owner. It has been identified as one of the limitations during the conduct of the assessment.

NOTICE OF 24TH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty-Fourth Annual General Meeting (“24th AGM” or “the Meeting”) of Malaysia Airports Holdings Berhad (“MAHB” or “the Company”) will be held physically at Gateway Ballroom, Level 1, Sama-Sama Hotel, KL International Airport, Jalan CTA 4B, 64000 KLIA, Sepang, Selangor Darul Ehsan (“Main Venue”) and virtually through live streaming hosted on Securities Services e-Portal (“e-Portal”) at <https://sshsb.net.my/> (“Virtual Platform”) on Thursday, 1 June 2023 at 11:00 a.m. or any adjournment thereof to transact the following Ordinary Business:

1. To receive the Audited Financial Statements of the Company for the financial year ended 31 December 2022 together with the Reports of the Directors and Auditors thereon.
Please refer to Explanatory Note 1
2. To approve the payment of Directors’ fees and benefits of up to RM4,500,000.00 to the Non-Executive Directors (“NEDs”) of the Group with effect from 2 June 2023 until the next AGM in 2024.
Please refer to Explanatory Note 2 **Ordinary Resolution 1**
3. To re-elect Tan Sri Datuk Zainun Ali who retires in accordance with Rule 132 of the Constitution of the Company, and being eligible, offers herself for re-election.
Please refer to Explanatory Note 3 **Ordinary Resolution 2**
4. To re-elect Datuk Johan Mahmood Merican who retires in accordance with Rule 132 of the Constitution of the Company, and being eligible, offers himself for re-election.
Please refer to Explanatory Note 3 **Ordinary Resolution 3**
5. To re-elect Tan Sri Mohamad Salim Fateh Din who retires in accordance with Rule 132 of the Constitution of the Company, and being eligible, offers himself for re-election.
Please refer to Explanatory Note 3 **Ordinary Resolution 4**
6. To re-elect Cheryl Khor Hui Peng who retires in accordance with Rule 132 of the Constitution of the Company, and being eligible, offers herself for re-election.
Please refer to Explanatory Note 3 **Ordinary Resolution 5**
7. To re-elect Dato’ Ir. Mohamad Husin who retires in accordance with Rule 134 of the Constitution of the Company, and being eligible, offers himself for re-election.
Please refer to Explanatory Note 4 **Ordinary Resolution 6**
8. To re-elect Datuk Azailiza Mohd Ahad who retires in accordance with Rule 134 of the Constitution of the Company, and being eligible, offers herself for re-election.
Please refer to Explanatory Note 4 **Ordinary Resolution 7**
9. To re-appoint Ernst & Young PLT (“EY”) as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.
Please refer to Explanatory Note 5 **Ordinary Resolution 8**
10. To transact any other business of which due notice shall have been duly given in accordance with the Companies Act 2016 (“CA 2016”) and the Constitution of the Company.

By Order of the Board

ZAWARDI SALLEH
SSM PC No.: 202008003088
MAICSA 7026210
Company Secretary

Sepang, Selangor Darul Ehsan
28 April 2023

NOTICE OF 24TH ANNUAL GENERAL MEETING

NOTES TO THE NOTICE OF 24TH AGM

1. Mode and Venue of the Meeting

The 24th AGM of the Company will be held on a hybrid basis whereby members will be able to either attend the Meeting in person at the Main Venue or participate virtually via the Virtual Platform. Kindly refer to the AGM Administrative Details for a full guide to attending in person and participating virtually in the 24th AGM.

Section 327(2) of CA 2016 requires the chairman of the meeting to be present at the main venue of the meeting. Therefore, the main venue of the 24th AGM is Gateway Ballroom, Level 1, Sama-Sama Hotel, KL International Airport, Jalan CTA 4B, 64000 KLIA, Sepang, Selangor Darul Ehsan. The Virtual Platform will be hosted on the e-Portal at <https://sshshb.net.my/> (MYNIC Domain Registration No.: D4A004360) provided by SS E Solutions Sdn Bhd in Malaysia.

The primary mode of communication by the participants during the conduct of the 24th AGM is via physical presence in person for those who are attending at the Main Venue and real-time text messaging facility on the e-Portal for those who are participating virtually via the Virtual Platform. In the event of any technical issue with the Virtual Platform mode, participants may email their questions relevant to the business of the 24th AGM to eservices@sshshb.com.my during the Meeting.

2. Members Entitled to Attend and Participate

Only a depositor whose name appears on the Record of Depositors as of 25 May 2023 shall be regarded as a member and entitled to attend, participate and vote at the Meeting or appoint proxy to attend, participate and vote on his behalf at the Meeting.

A member of the Company who is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account") may appoint multiple proxies in respect of each Omnibus Account it holds.

3. Appointment of Proxy

A member shall be entitled to appoint another person or persons as his proxy to exercise all or any of his rights to attend, participate, speak and vote at the Meeting. Such proxy need not be a member of the Company.

A member may appoint any person to be his proxy without limitation. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his holdings to be represented by each proxy.

Any corporation which is a member may, by a resolution of its directors or other governing body, authorise such person as it thinks fit to act as its representative at the Meeting.

The instrument appointing a proxy shall be in print or in writing under the hand of the appointer or his duly constituted attorney, or if such appointer is a corporation, under its common seal or the hand and seal of its attorney.

NOTICE OF 24TH ANNUAL GENERAL MEETING

The instrument appointing a proxy and the power of attorney or other authority (if any) under which it is signed or notarially certified copy of that power or authority shall be deposited not less than forty-eight (48) hours before the time appointed for holding the Meeting or any adjournment thereof in the following manner:

a. In hardcopy

The original instrument must be deposited by hand at the registered office of the Company at Malaysia Airports Corporate Office, Persiaran Korporat KLIA, 64000 KLIA, Sepang, Selangor Darul Ehsan ("Registered Office").

The instrument may be submitted via email at agm@malaysiaairports.com.my or fax at 03-8777 7512. However, the original instrument must be deposited at the Registered Office by hand or post.

b. By electronic means

The instrument may also be lodged electronically via the e-Portal. The procedure to submit the instrument electronically is set out in the AGM Administrative Details.

4. Voting

Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of 24th AGM will be put to vote by way of poll.

At the 24th AGM, members will be able to vote either in person if they are attending physically at the Main Venue or via the e-Portal if they are participating virtually via the Virtual Platform.

EXPLANATORY NOTES ON ORDINARY BUSINESS OF 24TH AGM

1. Audited Financial Statements

The Audited Financial Statements are laid pursuant to Section 340(1)(a) of CA 2016 and meant for discussion only as they do not require members' approval pursuant to Section 251(1)(a) of CA 2016. As such, the matter will not be put forward for voting.

2. Payment of Directors' Fees and Benefits

Section 230(1) of CA 2016 provides, among others, that the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.

In this respect, the members' approval shall be sought at the 24th AGM on the payment of Directors' fees and benefits of up to RM4,500,000.00 to the NEDs of the Group with effect from 2 June 2023 until the next AGM in 2024 ("Relevant Period") as follows:

- a. The payment of Directors' fees for NEDs for the Relevant Period is based on the following fee structures:

No.	Description	Chairman	NEDs
1.	Directors' fees for the Company	RM18,000 per month	RM12,000 per month
2.	Directors' fees for the Company's subsidiaries	RM4,000 per month	RM3,000 per month

NOTICE OF 24TH ANNUAL GENERAL MEETING

- b. The Directors' benefits payable for NEDs for the Relevant Period comprises the following components:

No.	Description	Chairman	NEDs
1.	Senior Independent Director Allowance of the Company (per month)	N/A	RM1,000
2.	Meeting Allowance (per meeting):		
	a. The Company		
	i. Board	RM5,000	RM3,000
	ii. Board Committees	RM4,000	RM2,000
	iii. Other Committees	RM1,500	RM1,000
	b. Board of the Company's Subsidiaries	RM1,500	RM1,200
	c. Board Committees of the Company's Subsidiaries		
	i. İstanbul Sabiha Gökçen Uluslararası Havalimanı Yatırım Yapım ve İşletme A.Ş. ("ISG"); and SGC Havalimanı İşletmeleri Ticaret ve Turizm A.Ş. ("SGC")#	RM2,500	RM2,000
3.	Other Benefits and Entitlements	Directors' appreciation gift, out of pocket expenses, car allowance*, entertainment allowance*, personal assistance allowance*, petrol, toll, IT and telecommunication devices, club membership*, professional membership, privilege cards and other customary benefits such as insurance and medical coverage.	

* For Chairman only.

Deemed as one (1) meeting since the contents of the meetings are similar in nature and meetings are held on the same day.

In determining the estimated amount of Directors' fees and benefits payable to the NEDs during the Relevant Period, the Board has considered various factors including the number of scheduled and estimated special meetings for the Board, Board Committees and Boards of the Company's subsidiaries and the number of NEDs involved in these meetings based on the current number of NEDs in office. The amount also includes a provisional sum as a contingency for future appointments of NEDs on the Board, Board Committees and Boards of the Company's subsidiaries and increase in the number of meetings.

The Board had, at its meeting held on 3 February 2023, established a view that the payment of Directors' fees and benefits to the NEDs is just and equitable, particularly after the NEDs have discharged their responsibilities and rendered their services to the Company and its subsidiaries throughout the Relevant Period.

Payment of the Directors' fees and benefits to the NEDs will be made on a monthly basis and/or as and when they are incurred subject to the passing of the proposed Ordinary Resolution 1 at the 24th AGM.

In the event that the payment of Directors' fees and benefits during the Relevant Period exceeds the estimated amount sought to be approved in the 24th AGM, a members' approval shall be sought at the next AGM in 2024 for the payment of the additional amount.

Ordinary Resolution 1 is proposed in accordance with Rule 114 of the Constitution of the Company, and if passed, shall take effect on 2 June 2023.

NOTICE OF 24TH ANNUAL GENERAL MEETING

3. Re-election of Directors under Rule 132 of the Constitution of the Company

Rule 132 of the Constitution of the Company provides that any director appointed by the Board, either to fill a casual vacancy or as an additional to the existing directors, shall hold office until the next AGM at which the director shall retire and be eligible for re-election.

The directors who joined the Board since the last AGM are as follows:

- a. Datuk Johan Mahmood Merican was appointed as Non-Independent NED of the Company on 29 June 2022. He is a nominee of the Special Shareholder of the Company, i.e., Minister of Finance (Incorporated).
- b. Tan Sri Mohamad Salim Fateh Din and Cheryl Khor Hui Peng were appointed as Independent NEDs of the Company on 25 July 2022.
- c. Tan Sri Datuk Zainun Ali was appointed as Non-Independent Non-Executive Chairman of the Company on 17 February 2023. She is a nominee of the Special Shareholder of the Company, i.e., Minister of Finance (Incorporated).

Pursuant to Rule 132, Tan Sri Datuk Zainun Ali, Datuk Johan Mahmood Merican, Tan Sri Mohamad Salim Fateh Din and Cheryl Khor Hui Peng will retire from office, and being eligible, have offered themselves for re-election at the 24th AGM.

The Board had, at its meeting held on 10 April 2023, endorsed the recommendation from Board Nomination & Remuneration Committee ("BNRC") to re-elect the retiring Directors who are seeking re-election at the 24th AGM based on the satisfaction of the fit and proper criteria prescribed by Directors' Fit and Proper Policy.

4. Re-election of Directors under Rule 134 of the Constitution of the Company

Rule 134 of the Constitution of the Company states that at the AGM in every subsequent year, one-third of the directors for the time being or the number nearest to one-third shall retire from office. The retiring directors are eligible for re-election and shall act as directors throughout the meeting at which they retire.

Pursuant to Rule 134, Dato' Ir. Mohamad Husin and Datuk Azailiza Mohd Ahad will retire from office, and being eligible, have offered themselves for re-election at the 24th AGM.

The Board had, at its meeting held on 10 April 2023, endorsed the recommendation from BNRC to re-elect the retiring Directors who are seeking re-election at the 24th AGM based on the satisfaction of the fit and proper criteria prescribed by Directors' Fit and Proper Policy.

5. Re-appointment of Auditors of the Company

The Board Audit Committee ("BAC") and the Board collectively agreed that EY have met the relevant criteria prescribed by Paragraph 15.21 of Listing Requirements.

The Board had, at its meeting held on 10 April 2023, endorsed the recommendation from BAC for members' approval be sought at the 24th AGM on the re-appointment of EY as Auditors of the Company to hold office until the conclusion of the next AGM in 2024 in accordance with Section 271 of CA 2016, and their remuneration be determined by the Board.

STATEMENT ACCOMPANYING NOTICE OF 24TH ANNUAL GENERAL MEETING

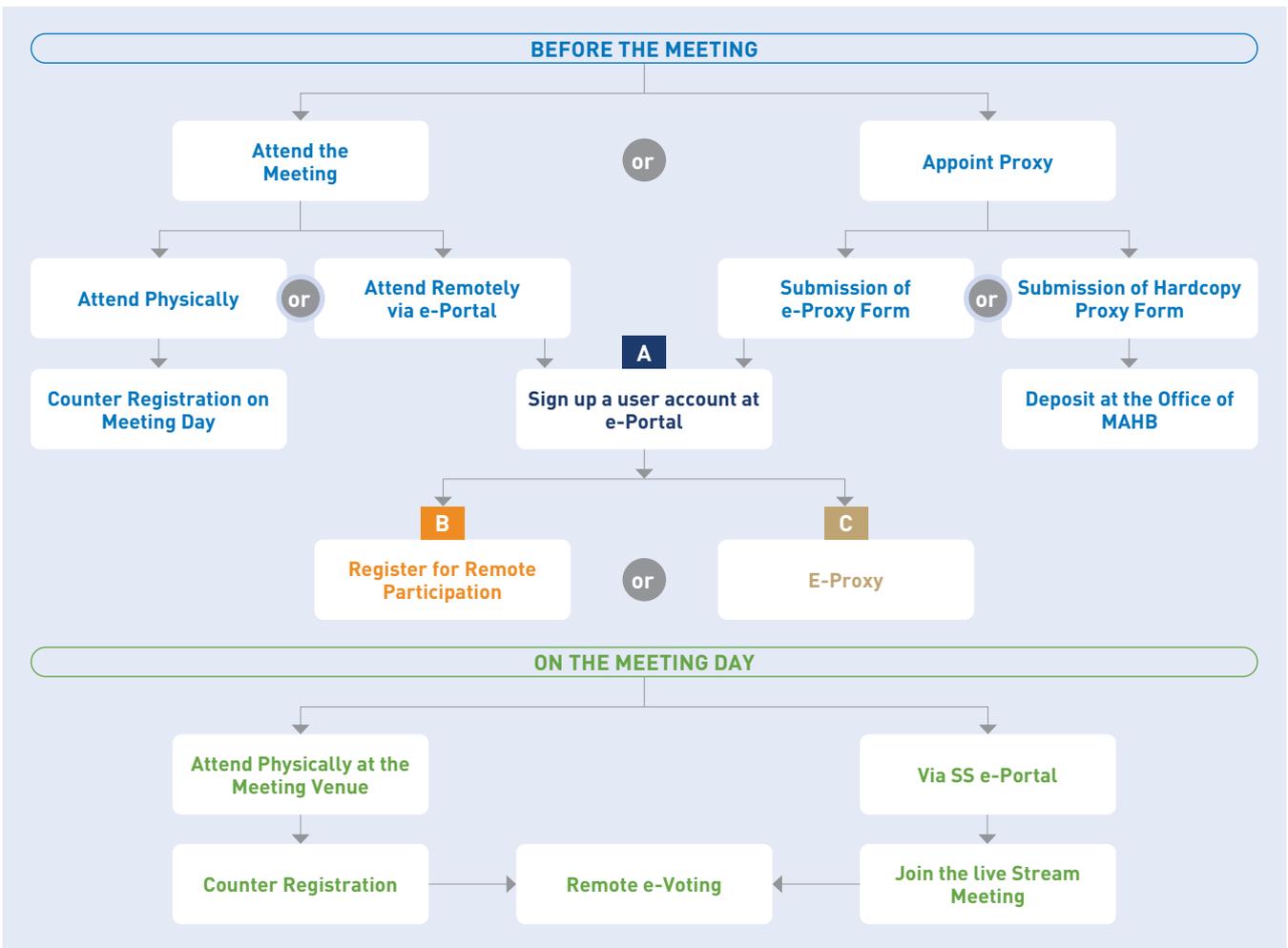
Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad:

Directors who are standing for re-election at the 24th Annual General Meeting ("24th AGM")

The profiles of Directors standing for re-election at the 24th AGM and details of their interest in the securities of the Company are set out in the sections titled "Board of Directors' Profile" and "Analysis of Shareholdings" of the Annual Report 2022.

AGM ADMINISTRATIVE DETAILS

Date	: Thursday, 1 June 2023
Time	: 11:00 a.m.
Meeting Mode	: Hybrid meeting (Physical and virtual)
VENUE	
Physical Participants	: Gateway Ballroom, Level 1, Sama-Sama Hotel, KL International Airport, Jalan CTA 4B, 64000 KLIA, Sepang, Selangor Darul Ehsan
Online Participants	: Virtually through live streaming hosted on Securities Services e-Portal (“e-Portal”) at https://sshsb.net.my/



GUIDANCE ON HYBRID MEETING

This Hybrid meeting of the Company will be conducted in accordance with the Guidance Note and FAQs on the Conduct of General Meetings for Listed Issuers issued by the Securities Commission Malaysia (“**SC Guidance Note & FAQs**”).

AGM ADMINISTRATIVE DETAILS

REQUIRE ASSISTANCE?

SS E Solutions Sdn Bhd Registration No. 202001010461 (1366781-T) Level 7, Menara Milenium Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights 50490 Kuala Lumpur	Ask for e-Services Team during office hours on Monday to Friday from 8:30 a.m. to 12:15 p.m. and from 1:15 p.m. to 5:30 p.m. (except on public holidays)	
	General Line	: +603 2084 9000
	Email	: eservices@sshsb.com.my
Malaysia Airports Holdings Berhad	Fax Number	: +603 2094 9940 or +603 2095 0292
	General Line	: +603 8777 7000 (Company Secretarial Office)
	Email	: agm@malaysiaairports.com.my
	Fax Number	: +603 8777 7512

Securities Services e-Portal

A Sign up for a user account at e-Portal

- Step 1** Visit <https://sshsb.net.my/>
- Step 2** Sign up for a user account.
- Step 3** Wait for our notification email that will be sent within one (1) working day.
- Step 4** Verify your user account within seven (7) days of the notification email and log in.

- ▶ We require 1 working day to process all user sign-ups. If you do not have a user account with the e-Portal, you will need to sign up for a user account by the deadlines stipulated below.
- ▶ Your registered email address is your User ID.

To register for the meeting under (B) or to submit e-Proxy Form under (C) below, please sign up for a user account by **28 May 2023**, failing which you may only be able to submit the hard copy proxy form.

This is a ONE-TIME sign up only. If you already have a user account, please proceed to either (B) or (C) below.

AGM ADMINISTRATIVE DETAILS

B Register for Remote Participation at the Meeting

Registration for Remote Participation Closing Date and Time: Tuesday, 30 May 2023 at 11:00 a.m.

- ▶ Log in to <https://sshsb.net.my/> with your registered email and password.
- ▶ Look for **Malaysia Airports Holdings Berhad** under Company Name and **24th AGM on 1 June 2023 at 11:00 a.m. – Registration for Remote Participation** under Corporate Exercise/Event and click “>” to register for remote participation at the meeting.

Step 1

Check if you are attending as –

- Individual shareholder
- Corporate or authorised representative of a body corporate

For body corporates, the appointed corporate/authorised representative has to upload the evidence of authority (e.g. Certificate of Appointment of Corporate Representative, Power of Attorney, Letter of Authority or other documents proving authority). All documents that are not in English or Bahasa Malaysia have to be accompanied by a certified translation in English in 1 file. The original evidence of authority and translation thereof, if required, have to be submitted at the office of the Share Registrar, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan for verification before the registration closing date and time above.

Step 2

Submit your registration.

Shareholders who wish to join remotely must register for remote participation at the meeting and are highly encouraged to register as early as possible and before the closing date and time stated above in order to ensure timely access to the meeting. Access shall be granted only to eligible shareholders in accordance with the General Meeting Record of Depositors.

A copy of your e-Registration for remote participation can be accessed via **My Records** (refer to the left navigation panel).

Your registration will apply to **all the CDS account(s)** of each individual shareholder / body corporate shareholder that you represent. If you are both an individual shareholder and representative of body corporate(s), you need to register as an individual and also as a representative for each body corporate.

As the meeting will be conducted on a hybrid basis, we highly encourage all shareholders to remotely or physically participate and vote at the meeting, failing which, you may appoint the Chairman of the meeting as proxy or your own proxy(ies) to represent you.

AGM ADMINISTRATIVE DETAILS

C Submit e-Proxy Form

Proxy Form Submission Closing Date and Time: Tuesday, 30 May 2023 at 11.00 a.m.

- ▶ Log in to <https://sshsb.net.my/> with your registered email and password.
- ▶ Look for **Malaysia Airports Holdings Berhad** under Company Name and **24th AGM on 1 June 2023 at 11:00 a.m. – Submission of Proxy Form** under Corporate Exercise/Event and click “>” to submit your proxy forms online for the meeting by the submission closing date and time above.

Step 1 Check if you are submitting the proxy form as –

- Individual shareholder
- Corporate or authorised representative of a body corporate
For body corporates, the appointed corporate/authorised representative is to upload the evidence of authority (e.g. Certificate of Appointment of Corporate Representative, Power of Attorney, Letter of Authority or other documents proving authority). All documents that are not in English or Bahasa Malaysia have to be accompanied by a certified translation in English in 1 file. The original evidence of authority and translation thereof, if required, have to be submitted to the Share Registrar, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan for verification before the proxy form submission closing date and time above .

Step 2 Enter your CDS account number or the body corporate’s CDS account number and corresponding number of securities. Then enter the information of your proxy(ies) and the securities to be represented by your proxy(ies).
You may appoint the Chairman of the meeting as your proxy where you are not able to participate remotely.

Step 3 Proceed to indicate how your votes are to be casted against each resolution.

Step 4 Review and confirm your proxy form details before submission.

- ▶ A copy of your submitted e-Proxy Form can be accessed via **My Records** (refer to the left navigation panel).
- ▶ You need to submit your e-Proxy Form for **every CDS account(s)** you have or represent.

Proxies who attend remotely

All appointed proxies need not register for remote participation under (B) above but if they are not registered Users of the e-Portal, they will need to register as Users of the e-Portal under (A) above by **28 MAY 2023. PLEASE NOTIFY YOUR PROXY(IES) ACCORDINGLY.** Upon processing the proxy forms, we will grant the proxy access to remote participation at the meeting to which he/she is appointed for instead of the shareholder, provided the proxy must be a registered user of the e-Portal, failing which, the proxy will not be able to participate at the meeting as the meeting will be conducted on a hybrid basis.

AGM ADMINISTRATIVE DETAILS

Registration for Physical Attendance at the Meeting

Shareholders and proxies who wish to attend the Meeting physically are NOT required to register for the meeting in advance. Please proceed to any one of the registration counters on the meeting day.

Hard Copy Proxy Form

Proxy Form Closing Date & Time: Tuesday, 30 May 2023 at 11.00 a.m.

The hard copy of proxy form may also be deposited at the Registered Office of the Company at Malaysia Airports Corporate Office, Persiaran Korporat KLIA, 64000 KLIA, Sepang, Selangor Darul Ehsan or fax to +03-8777 7512 by the above closing date and time.

Revocation of Proxy Forms

The lodging of the Form of Proxy shall not preclude you from participating, speaking and voting in person at the Meeting should you subsequently wish to do so provided a notice of termination of proxy authority in writing is given to the Company not less than 48 hours before the commencement of the meeting or adjournment thereof. Should you wish to participate remotely, please register in advance – see (B) above.

General Meeting Record of Depositors

In respect of deposited securities, only members whose names appear in the Record of Depositors on 25 May 2023 ("**General Meeting Record of Depositors**") shall be eligible to attend the Meeting.

On the Meeting Day (Attending via Securities Services e-Portal)

Log in to <https://sshsb.net.my/> with your registered email and password.

Join the Live Stream Meeting (eLive)

eLive Access Date and Time: Thursday, 1 June 2023 at 10:30 a.m.

- ▶ Look for **Malaysia Airports Holdings Berhad** under Company Name and **24th AGM on 1 June 2023 at 11:00 a.m. - Live Stream Meeting** under Corporate Exercise/Event and click ">" to join the meeting.

The access to the live stream meeting will open on the abovementioned date and time.

If you have any questions to raise, you may use the text box to transmit your question. The Chairman/Board/ Management/ relevant adviser(s) will endeavour to broadcast your question and their answer during the meeting. Do take note that the quality of the live streaming is dependent on the stability of the internet connection at the location of the user.

Please note that the e-Portal is best viewed on the latest versions of Chrome, Firefox, Edge and Safari.

AGM ADMINISTRATIVE DETAILS

Vote Online Remotely during the Meeting (eVoting)

eVoting Access Date and Time: Thursday, 1 June 2023 at 11:00 a.m.

- ▶ If you are already accessing the Live Stream Meeting, click **Proceed to Vote** under the live stream player.

or

- ▶ If you are not accessing from the Live Stream Meeting and have just logged in to the e-Portal, look for **Malaysia Airports Holdings Berhad** under Company Name and **24th AGM on 1 June 2023 at 11:00 a.m. - Remote Voting** under Corporate Exercise/Event and click “>” to remotely cast and submit the votes online for the resolutions tabled at the meeting.

Step 1 Cast your votes by clicking on the radio buttons against each resolution.

Step 2 Review your casted votes, confirm and submit the votes.

● The access to eVoting will open on the abovementioned date and time.

● Your votes casted will apply throughout all the CDS accounts you represent as an individual shareholder, corporate/ authorised representative and proxy. Where you are attending as a proxy and the shareholder who appointed you has indicated how the votes are to be casted, we will take the shareholder’s indicated votes in the proxy form.

● The access to eVoting will close as directed by the Chairman of the meeting.

● A copy of your submitted e-Voting can be accessed via **My Records** (refer to the left navigation panel).

AGM ADMINISTRATIVE DETAILS

On the Meeting Day (Attending Physically at the Meeting Venue)**Counter Registration****Counter Registration Closing Date and Time: As directed by the Chairman of the Meeting**

- Step 1** Proceed to any one of the registration counters with your MyKad/Passport.
- Step 2** You will be given a wristband with a QR code for voting access.
- Step 3** No person shall be allowed to register on behalf of another individual even with the original MyKad/Passport of that individual.
- Step 4** If you had registered via e-Portal earlier and you had been granted access, please proceed to Help Desk for assistance.
- Step 5** The registration counters are strictly to handle verification of identity and registration. If you have any other enquiry(ies), please proceed to the Help Desk.

Vote Online Remotely during the Meeting (eVoting)**eVoting Access Date and Time: Thursday, 1 June 2023 at 11:00 a.m.**

- Step 1** Scan the QR code using your own device/handphone from the wristband given to you upon your registration at the registration counter.
- Step 2** Enter your NRIC last four (4) digit or full passport number with characters.
- Step 3** Click '**LOG IN**' to proceed to the eVoting page.
- Step 4** Cast your votes by clicking on the radio buttons against each resolution.
- Step 5** Review your casted votes, confirm and submit the votes.

or

Proceed to the voting station/kiosks to cast and submit your votes.

Should you encounter any issue, please proceed to Help Desk for assistance.

The access to eVoting will open on the abovementioned date and time.

Please submit your votes for each of the CDS accounts you represent as an individual shareholder, corporate / authorised representative and proxy.

Where you are attending as a proxy, and the shareholder who appointed you has indicated how the votes are to be casted, we shall take the shareholder's indicated votes in the proxy form.

The access to eVoting shall close as directed by the Chairman of the Meeting.

AGM ADMINISTRATIVE DETAILS

Other Administrative Notes

How to get there?

► By Car

Sama-Sama Hotel, KL International Airport is an 80 km drive from the Kuala Lumpur City Centre, a 40 km drive from Petaling Jaya, and a 30 km drive from Putrajaya/Cyberjaya via the North-South Expressway Central Link (ELITE).



Waze



Google
Map

Scan Here
the QR Code for location.

► By Express Rail Link

The Express Rail Link service can be boarded at the KL Sentral Station.

Refreshment

Breakfast will be served before commencement of the 24th AGM.

Lunch will be available after the 24th AGM.

No food or beverages are allowed in the Gateway Ballroom.

Parking

- Ample parking spaces are available at the Sama-Sama Hotel and at the short-term, KLIA Terminal 1 Car Park. There is a connecting bridge between the terminal building and Sama-Sama Hotel.
- The Company will only bear parking charges incurred by shareholders/proxy attending the 24th AGM and who park their vehicles at the above-mentioned locations.
- The validation counter for the parking will be opened after the conclusion of the 24th AGM.
- Please be advised that the Company will not validate or reimburse any parking costs or payment using Touch 'n Go card or parking at any other location other than the above-mentioned locations.

AGM ADMINISTRATIVE DETAILS

Door Gift Policy

- Door gifts will be given to shareholders or proxy(ies) upon successful registration.
- Each person, whether attending as shareholder or proxy, shall be eligible for one (1) door gift only.
- A shareholder who is also attending as a proxy is entitled to a maximum of two (2) door gifts irrespective of the number of shareholders he/she represents.
- Where a shareholder appoints two (2) proxies, only the proxy who registers first is eligible for the door gift.
- Door gift for online 24th AGM participants will be couriered within 30 days from the Meeting date.

Submission of questions prior to the Meeting

Members, proxies or corporate representatives may submit questions before the Meeting to the Chairman or Board of Directors ("Board") electronically by email to agm@malaysiaairports.com.my no later than Tuesday, 30 May 2023 at 11.00 a.m. or via real time submission of typed texts through a text box within e-Portal at <https://sshsb.net.my/> when access opens before the start of the Meeting.

Results of the Voting

Results of the voting on the resolutions proposed at the 24th AGM will be announced at the Meeting and subsequently, via an announcement made by the Company through Bursa Malaysia Securities Berhad's website at <https://www.bursamalaysia.com/>

Annual Report 2022

- The Annual Report 2022 and other accompanying documents are:
 - available online on the Company's website at <https://www.malaysiaairports.com.my/>;
 - available online on Bursa Malaysia Securities Berhad's website at <https://www.bursamalaysia.com/> under the Company's announcement.

Closure of the Meeting

The Meeting shall end upon the announcement by the Chairman on the closure of the Meeting.

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FORM OF PROXY

Malaysia Airports Holdings Berhad
Registration No. 199901012192 (487092-W)
Incorporated in Malaysia



CDS Account No.	
No. of Shares Held	

I/We _____ NRIC/Passport/Registration No. _____
[FULL NAME IN CAPITAL LETTERS]

of _____
[FULL ADDRESS]

being a member(s) of MALAYSIA AIRPORTS HOLDINGS BERHAD ("MAHB" or "the Company"), hereby appoint(s):

Full name (in capital letters):	NRIC/Passport no.:	Proportion of shareholdings	
		No. of shares	%
Address:	Email:		
	Contact no.:		
Member to indicate with an 'X' in either one of below:			
<input type="checkbox"/> Proxy attends via the e-Portal (Proxy needs to sign up a user account on the e-Portal)		<input type="checkbox"/> Proxy attends at the Main Venue	

and

Full name (in capital letters):	NRIC/Passport no.:	Proportion of shareholdings	
		No. of shares	%
Address:	Email:		
	Contact no.:		
Member to indicate with an 'X' in either one of below:			
<input type="checkbox"/> Proxy attends via e-Portal (Proxy needs to sign up a user account on the e-Portal)		<input type="checkbox"/> Proxy attends at the Main Venue	

or failing whom, *the CHAIRMAN OF THE MEETING as *my/our proxy in *my/our absence to attend, participate and vote for *me/us and on *my/our behalf at the Twenty-Fourth Annual General Meeting ("24th AGM" or "the Meeting") of the Company to be held physically at Gateway Ballroom, Level 1, Sama-Sama Hotel, KL International Airport, Jalan CTA 4B, 64000 KLIA, Sepang, Selangor Darul Ehsan ("Main Venue") and virtually through live streaming hosted on the Securities Services e-Portal ("e-Portal") at <https://sshsb.net.my/> ("Virtual Platform") on Thursday, 1 June 2023 at 11:00 a.m. and at any adjournment thereof on the resolutions as set out in the Notice of 24th AGM.

*My/our proxy is to vote as indicated in the relevant box below:

**Strike out whichever not applicable.*

Please refer to the Notice of 24th AGM for the full wording of the below resolutions.

ORDINARY RESOLUTION NO.	RESOLUTIONS	FOR	AGAINST
1	To approve the payment of Directors' fees and benefits of up to RM4,500,000.00		
2	To re-elect Tan Sri Datuk Zainun Ali		
3	To re-elect Datuk Johan Mahmood Merican		
4	To re-elect Tan Sri Mohamad Salim Fateh Din		
5	To re-elect Cheryl Khor Hui Peng		
6	To re-elect Dato' Ir. Mohamad Husin		
7	To re-elect Datuk Azailiza Mohd Ahad		
8	To re-appoint Ernst & Young PLT as Auditors of the Company and authorise the Directors to fix their remuneration		

Please indicate with an 'X' in the space provided for each resolution as how you wish your votes to be cast. If no specific direction as to voting is given, the proxy will vote or abstain from voting on the resolutions at his discretion.

Signed this _____ day of _____, 2023.

Signature/Common Seal of Member(s)

Notes:

1. A member shall be entitled to appoint another person or persons as his proxy to exercise all or any of his rights to attend, participate, speak and vote at the Meeting. Such proxy need not be a member of the Company.
2. A member may appoint any person to be his proxy without limitation. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his holdings to be represented by each proxy.
3. Any corporation which is a member may, by resolution of its directors or other governing body, authorises such person as it thinks fit to act as its representative at the Meeting.
4. The instrument appointing a proxy shall be in print or in writing under the hand of the appointer or his duly constituted attorney, or if such appointer is a corporation, under its common seal or the hand and seal of its attorney.
5. The instrument appointing a proxy and the power of attorney or other authority (if any) under which it is signed or a notorially certified copy of that power or authority shall be deposited not less than forty-eight (48) hours before the time appointed for holding the Meeting or any adjournment thereof in the following manner:
 - a. In hardcopy
The original instrument must be deposited at the registered office of the Company at Malaysia Airports Corporate Office, Persiaran Korporat KLIA, 64000 KLIA, Sepang, Selangor Darul Ehsan ("Registered Office"). The instrument may be submitted via email at agm@malaysiaairports.com.my or fax at 03-8777 7512. However, the original instrument must be deposited at the Registered Office by hand or post.
 - b. By electronic means
The instrument may also be lodged electronically via the e-Portal. The procedure to submit the instrument electronically is set out in the AGM Administrative Details.
6. Only a depositor whose name appears on the Record of Depositors as of 25 May 2023 shall be regarded as a member and entitled to attend, participate and vote at the Meeting or appoint proxy to attend, participate and vote on his behalf at the Meeting.
7. A member of the Company who is an exempt authorised nominee which holds ordinary share in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account") may appoint multiple proxies in respect of each Omnibus Account it holds.

STAMP

The Company Secretary
Malaysia Airports Holdings Berhad
Registration No. 199901012192 [487092-W]
Malaysia Airports Corporate Office
Persiaran Korporat KLIA
64000 KLIA, Sepang
Selangor Darul Ehsan

ANNUAL REPORT REQUISITION FORM

Malaysia Airports Holdings Berhad
Registration No. 199901012192 (487092-W)
Incorporated in Malaysia



Dear Shareholders,

Thank you for your continued support for Malaysia Airports Holdings Berhad ("MAHB" or "the Company"). We are pleased to inform you that the full version of the Annual Report 2022 of the Company is also available in printed copy. Should you require a printed copy of the Annual Report 2022, please complete this form and return it to the address below or fax to (+603) 8777 7512. A printed copy of the Annual Report 2022 will be couriered to you within four (4) market days from the date of receipt of your request.

To : THE COMPANY SECRETARY
Malaysia Airports Holdings Berhad
Malaysia Airports Corporate Office
Persiaran Korporat KLIA
64000 KLIA, Sepang
Selangor Darul Ehsan

I/We, the shareholder(s) of the Company, wish to request for a printed copy of the Annual Report 2022. Please send a printed copy of the Annual Report 2022 of the Company to the following address:

Name of Shareholder : _____

NRIC No./Passport No./Company No. : _____

CDS Account No. : _____

Address : _____

Tel. No. : _____

Signature of Shareholder

Date:

STAMP

The Company Secretary
Malaysia Airports Holdings Berhad
Registration No. 199901012192 [487092-W]
Malaysia Airports Corporate Office
Persiaran Korporat KLIA
64000 KLIA, Sepang
Selangor Darul Ehsan



Hosting Joyful Connections

MALAYSIA AIRPORTS HOLDINGS BERHAD

Registration No. 199901012192 (487092-W)

Malaysia Airports Corporate Office,
Persiaran Korporat KLIA,
64000 KLIA, Sepang,
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Malaysia Airports



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Malaysia Airports



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