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22 & 23 SEPTEMBER 2026

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AGENDA

CGI GLOBAL GOVERNANCE SUMMIT 2026 Governance, Sustainability & Value Creation

22 - 23 SEPTEMBER 2026 | KLGCC CONVENTION CENTRE, KUALA LUMPUR
(FORMERLY KNOWN AS SIME DARBY CONVENTION CENTRE)

DAY 1: TUESDAY, 22 SEPTEMBER 2026

Time	Agenda
0800	Registration of Delegates
0900	National Anthem and Welcome Address by Emcee
0910	Welcome Address by President of CGI Malaysia Dipa Kaur
0920	Welcome Address by President of CGI Global Gillian Meller
0930	Keynote Address by Guest of Honour
0950	Group photo
1000	Networking Coffee Break and Exhibition Booth Tour
1030	Address by CEO of CGI Malaysia Justin J Anthony
1035	Address by Director General of CGI Global Kerrie Waring

Time	Agenda
1040	Panel 1: Malaysia's Corporate Governance Framework in a Global Context The Securities Commission is reviewing Malaysia's corporate governance framework to strengthen practices and drive sustainable value creation. At the same time, major markets are updating their Corporate Governance Codes to address priorities including sustainability governance, digital transformation and stakeholder engagement, while reinforcing the strategic role of Company Secretaries. This session will compare Malaysia's reforms with global trends and explore their implications for future-ready governance, with insights from regulators, policymakers and market practitioners for companies, investors and capital market participants. Panel Speakers: Azrina Azmel, General Manager, Corporate Governance, Securities Commission Malaysia Mohamad Azhar Mohamed Hamidi, Head of Corporate Surveillance & Governance, Bursa Malaysia Berhad, Malaysia Kiyotaka Sasaki, President, Core Corporate Governance Research Institute, Japan Mark Babington, Executive Director of Regulatory Standards, Financial Reporting Council, United Kingdom Stephen Sadie, CEO, CGI Southern Africa Moderator: Kerrie Waring, Director General, CGI Global
1200	Panel 2: Geopolitical Uncertainty, Risk and Resilience Geopolitical risks pose considerable challenges to an organisation's resilience and ability to sustain long-term value creation. Wars, cyber-attacks, climate change impacts, trade tensions and more disrupt supply chains, energy and commodity prices, access to critical resources and overall business continuity. How do companies navigate these increasingly complex headwinds and reduce systemic risk exposure while enhancing organisational growth and sustainability? To what extent is uncertainty factored into risk management frameworks and mitigation strategies? What reporting frameworks are most used by companies to communicate their approaches to managing uncertainty, risk, and resilience? Panel Speakers: YBhg Tan Sri Abdul Wahid Omar, Chairman of IOI Corporation Berhad, Malaysia Gillian Meller, Legal and Governance Director, MTR Corporation, Hong Kong Celine See, Country Head, VISTRA Malaysia Moderator: Soodesh Jowaheer, Financial Regulation and GRC Consultant, United States

Time	Agenda
1300	Networking Lunch and Exhibition Booth Tour
1400	Breakout Session 1A - Handling a Governance Crisis in Real Time from a Governance Professional Perspectives This session provides participants with a practical demonstration of how boards respond to unexpected threats such as a cyber breach, whistleblower allegation, or activist shareholder pressure. Through a simulated board meeting scenario, participants will observe or join in the decision-making process to navigate regulatory obligations, stakeholder expectations, and reputational risks under time pressure. The session highlights the critical role of the company secretary in facilitating proper governance oversight, and coordinating legal, governance, and communication strategies during a crisis. Participants will gain practical insights into real-time boardroom dynamics, crisis management, and the importance of structured governance responses in protecting organisational integrity and stakeholder confidence. Panel Speakers: YBhg Dato' Abdul Aziz Bin Abu Bakar, Chairman, Affin Bank Berhad Christopher de Cruz, Global Head of Content, Innovation & Crisis Communications Hub, Sandpiper Communications Ts Muhammad Dawud Wilmot, Partner – Technology, Risk and Cyber Security Advisory KPMG Malaysia Moderator: Dipa Kaur, President, CGI Malaysia Breakout session 1B - Board Papers Precision: Turning Information into Strategic Insight The session addresses a common governance challenge; ineffective board papers that fail to support strategic decision-making. The session will explore how high-performing boards receive and evaluate information, and how governance professionals, particularly company secretaries, can transform management reports into concise, decision-focused board packs. Participants will learn practical approaches to structuring board papers to facilitate strategic discussions, avoiding information overload, and presenting key insights clearly for directors, especially independent directors. The session will also highlight the

	use of dashboards and digital board portals to improve clarity, accessibility, and the overall effectiveness of board information. Panel speakers: Representative from Maybank Berhad Moderator: Mohamad Affendi Yusoff, Director, Secretarial, Khazanah Nasional Berhad Breakout session 1C - AI Board Advisor: How Governance Professionals Can Use AI Safely This session explores how artificial intelligence is transforming governance practices and the work of governance professionals. The session will demonstrate practical ways AI tools can support tasks such as preparing board papers and minutes, conducting governance research, and improving efficiency in board support functions. At the same time, it will address key considerations in managing confidentiality, legal risks, and ethical use of AI in governance processes. Participants will also gain insights into appropriate risk controls, confidentiality safeguards, and the role of boards in overseeing the responsible AI adoption, supported by governance policy perspectives, including insights from the OECD. Panel Speakers: Sean Tay, CEO, Matrix Connexion Sdn Bhd Darmain Segaran, Manager of AI Policy, National AI Office (NAIO) Moderator: Raymond Davadass, Founder & Group CEO, Daythree Digital Berhad
Time	Agenda
1515	Panel 3: Company Secretaries in the 21st Century In today's increasingly complex business environment, the role of the Company Secretary is more critical than ever in supporting long-term organisational success and resilience. Beyond their statutory responsibilities, Company Secretaries serve as trusted advisers to both the Chair and CEO, balancing the need to provide independent, objective guidance while effectively supporting management. This session will explore the evolving responsibilities of Company Secretaries across different markets, the key competencies required to succeed in the role, and the critical reporting lines that shape their effectiveness in today's governance landscape.

	Panel Speakers: Samantha Tai Yit Chan, Chief Executive Officer, BoardRoom Malaysia Fernanda Marques Bayeux, Governance Officer, Alpargatas, Brazil Victoria Penrice, Group Company Secretary, W.A.G Group, United Kingdom Yoke Kay Kuan, Founder, Blue Carbuncle, Singapore Moderator: Neill McWilliams, Programme Director, KCB Global, United Kingdom
1615	Networking Coffee Break and Exhibition Booth Tour
1645	Panel 4: Independent Directors, Board Dynamics and Effectiveness Independent Board Directors play a vital role in ensuring objectivity and oversight within a Board's decision-making. They provide valuable managerial scrutiny and strategic advice, helping to balance power on the board and protect the interests of both shareholders and stakeholders. What qualities define a good Independent Director? How does this position differ across global markets? In what ways are conflicts addressed and disclosed? What is the optimal approach to assessing board quality and performance aligned with an organisation's risk profile, culture, and long-term strategy? Panel Speakers: YBhg Datuk Suseela Menon, Vice President, CGI Global Pauline Vamos, NED, Mercer Superannuation Australia Limited, Australia Professor Mak Yuen Teen, Professor, National University of Singapore Emi Onozuka, CEO of Eminent Group, Japan Moderator: Dr Denis Mowbray, Managing Director, Gryphon Management Consultants, New Zealand
1745	Day One Closing Remarks

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0800	Registration of Delegates
0900	Leading Through Uncertainty: Driving Change & Transformation In Chaotic Times Special Guest Speaker: Roshan Thiran , Founder of Leaderonomics, Malaysia
0950	Panel 5: Creating a Culture of Ethical Conduct This session will examine the role of the board in shaping and overseeing a corporate culture that aligns with the organisation's purpose, values, and strategic objectives. The discussion will consider the links between corporate culture, risk management, and remuneration policy, as well as the implementation of Codes of Ethics to encourage lawful, responsible, and ethical conduct across the workforce. Independent and confidential whistleblowing mechanisms will be explored, along with critical issues such as anti-bribery and anti-corruption. The panel will also consider Board responsibilities regarding oversight, reporting breaches, and initiating corrective measures. Panel Speakers: Professor Michael Adams , University of New England, Australia Maheswari Kanniah , Independent Non-Executive Director, MBSB Berhad, Malaysia Marianne Harper Gow , Director of Governance and Sustainability, Baillie Gifford Asia, Singapore Moderator: Justin J Anthony , CEO, CGI Malaysia
1050	Networking Coffee Break and Exhibition Booth Tour
1120	Panel 6: Rising Shareholder Activism and Company Engagement Shareholder activism is accelerating globally — including across Asia — and boards are facing increasing pressure to respond strategically, transparently and at speed. This session explores how companies can anticipate activist approaches, strengthen board preparedness, and develop effective response strategies that protect long term corporate value. This session will consider the importance of proactive investor relations and stakeholder communication during high pressure situations. The discussion will also highlight the critical advisory role of Company Secretaries in supporting the board, enhancing readiness, and guiding organisations through activist challenges with confidence and discipline. Panel Speakers: Dr. Ismet Yusoff , CEO, Minority Shareholders Watch Group, Malaysia

Time	Agenda
	Nana Li, Head of Sustainability, APAC Director, Impax Asset Management, Hong Kong Dr. Helena Fung, Head of Research and Advocacy, Asian Corporate Governance Association, Hong Kong Moderator: Jackie Mah, President & CEO, ICDM, Malaysia
1220	Networking Lunch and Exhibition Booth Tour
1335	Breakout session 2A - Red Flags, Records and Responsibility: What Governance Professionals Must Do When Risks Emerge In today's increasingly scrutinised regulatory and enforcement environment, governance professionals are expected to do far more than ensure compliance with policies and procedures. Regulators, courts and stakeholders are increasingly asking a fundamental question: <i>When warning signs emerged, did the organisation recognise them, document concerns appropriately, escalate issues, and take reasonable steps to prevent misconduct?</i> Whether involving fraud, corruption, money laundering, conflicts of interest, misconduct, or governance failures, many corporate scandals reveal a common pattern—not a lack of policies, but a failure to challenge questionable decisions, maintain adequate records, and act when red flags appeared. This panel discussion will explore the critical role of directors, company secretaries, compliance officers, legal advisers and other governance professionals as the first line of defence against organisational misconduct. Through practical case studies and real-world scenarios, the panel will examine how professionals can navigate difficult situations where commercial pressures, senior management influence, or organisational culture may discourage speaking up. This session will provide governance professionals with practical guidance on exercising sound judgement, demonstrating professional courage, and creating a defensible record of actions taken when faced with difficult decisions and emerging risks. Panel Speakers: Dr Geetha A Rubasundram, Treasurer, Transparency International Malaysia Edward Chan, Country Manager, Ingenique (Malaysia) Sdn Bhd YBhg Dato' Mohamad Ezri Abdul Wahab, Managing Partner, EzriLaw Firm

Time	Agenda
	Moderator: YBhg Dato' Akbar bin Moidunny, Immediate Past President, CGI Malaysia Breakout session 2B - Your Business. Your Legacy. Your Next Chapter. Many founders spend decades building successful businesses, yet one question is often left unanswered: What happens when I am no longer here? Without proper planning, family businesses can face disputes among heirs, leadership uncertainty, business disruption and the erosion of wealth accumulated over generations. The challenge becomes even greater when children are unwilling to take over the business, multiple heirs have different expectations, or ownership and management responsibilities are not clearly separated. This session brings together leading practitioners in estate planning, wealth preservation and succession structures to explore practical solutions for safeguarding both family wealth and business continuity. From wills, trusts and foundations to family constitutions and succession frameworks, the panel will examine how different structures can be used to preserve value, manage family expectations and facilitate smooth transitions across generations. Participants will leave with practical insights on selecting appropriate succession structures, avoiding common pitfalls, supporting founders through transition planning, and ensuring that businesses and family legacies remain resilient long after the founder steps aside. Panel Speakers: Farah Deba Mohamed Sofian, Senior Partner, Wong Lu Peen & Tunku Alina Johari Low bin Abdullah, Chairman, Rockwills Corporation Sdn Bhd Doreen Fadli, Acting Director, Market & Tax Development, Labuan Financial Services Authority (Labuan FSA) Moderator: YBhg Dato' Mah Weng Kwai, Consultant, Mah Weng Kwai & Associates, Malaysia Breakout session 2C - Governing Through Turbulence: Navigating Global Risk, Economic Headwinds, and the New Imperatives for Boards Global governance is being stress-tested by forces no boardroom framework was designed to handle. Rising global tensions, shifting monetary policy, accelerating regulatory change, and AI-driven disruption are converging into a perfect storm of systemic risk that is

Time	Agenda
	reshaping capital flows, workforce structures, and financial markets simultaneously. Persistent inflation, subsidy reforms, structural unemployment, and tightening cross-border regulatory requirements are forcing governments and businesses alike to navigate increasingly difficult trade-offs with shrinking room for error. For boards still treating macroeconomic, regulatory, and technological risk as peripheral concerns, the cost of that blind spot is rising fast. Directors, Company Secretaries, and Governance Professionals will find this session essential in sharpening their contributions to board deliberations, business strategy, and risk management. Panel Speakers: Wan Suhaimie Wan Mohd Saidie, Head of Economic Research, Kenanga Investment Bank Berhad Sendi anak Tan, Research Head, Sarawak Sovereign Wealth Future Fund Moderator: Simon Yeoh Seng Leong, Past President, CGI Malaysia
1450	Panel 7: Sustainable Value Creation and Reporting Today, sustainability related disclosure is required by law or regulation in major markets around the world with many extending this to assurance. Sustainability reporting standards encourage companies to provide complete, consistent and comparable information about their sustainability-related risks and opportunities. But how is this impacting the role of modern-day boards? What are the company's governance processes, controls and procedures to monitor, manage and oversee such risks and opportunities? How do Company Secretaries keep boards informed about sustainability matters to guide strategic decision-making and risk management. How does this translate into managerial oversight, pay and performance? Panel Speakers: David Simmonds, Chief Strategy, Sustainability and Governance Officer, CLP Holdings Ltd, Hong Kong Charles Brown, Group Company Secretary, Experian, Ireland Taona Munzvandi, NED, Trust Insurance Brokers, Zimbabwe Margie Ong, CEO, Thoughts In Gear, Malaysia Moderator : To be confirmed
1550	Networking Coffee Break and Exhibition Booth Tour
1620	Panel 8: Governance of Digital Technology

Time	Agenda
	21st century boards must develop and oversee an organisation's digital technology strategy to drive innovation, growth, and competitive advantage. This extends to management's approach to ethical and responsible deployment and the relevance, risk, proportionality and impact of AI and digital usage on an entity's culture, operations, and strategy. How do boards assess the performance of digital assets against measures such as return on investment, revenue, and productivity? How are workforce impacts managed including AI transition, health and safety, training, integrity? How are risks assessed and what is best practice around quality control and assurance in technology related design, internal controls, and verification? Panel Speakers: Amar Chhajer, Country Head - UST Malaysia Eugene Teo, Chief Security Advisor, Microsoft ASEAN, Singapore Calvin Cheng, Founder & CEO, Wizpresso Ltd, Hong Kong Katrina Horrobin, CEO, Governance Institute of Australia Moderator: Linda Ford, CEO, Chartered Governance Institute UK & Ireland
1720	End of Summit

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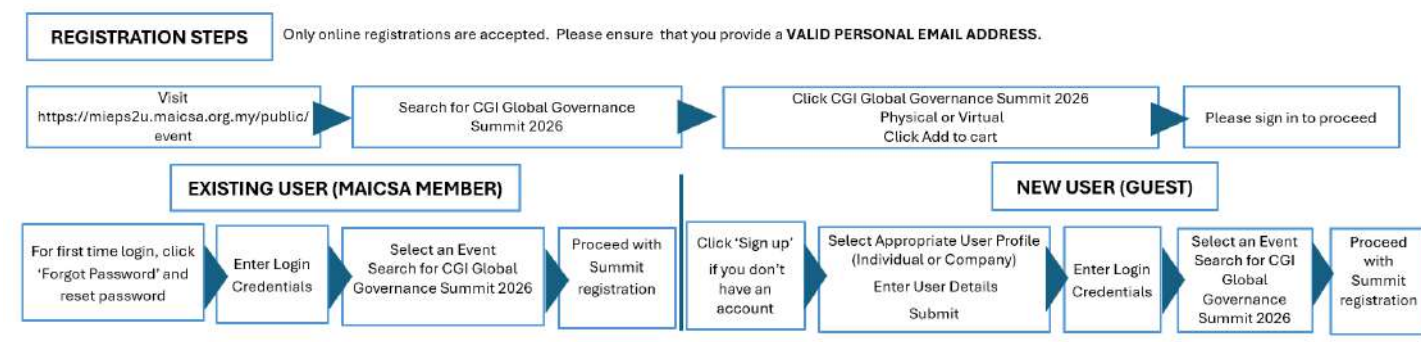
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NO letter of undertaking is accepted.

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- Normal fee will apply. Discounted fee is not applicable for the payment method by using the hrdcorp grant.**
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- The HRDCorp Approved Grant must reach MAICSA **before 15 September 2026**.

Admittance to the CGI Global Governance Summit 2026 Venue (physical delegates) / Access to Virtual CGI Global Governance Summit 2026 (virtual delegates) shall be granted only upon fulfilling the above requirement.

HRDC CLAIM

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- When selecting the training type, choose based on your registration:

PHYSICAL CGI Global Governance Summit 2026

Type of training: Public

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Type of training: Remote online training (public)

- The CGI Global Governance Summit 2026 programme and trainer's profile for HRDCorp submission are available in MIEPS on MAICSA's website.
- Participant must attend at least 75% from the total duration of the CGI Global Governance Summit 2026.

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- To settle the balance payment to MAICSA within 14 working days upon receipt of MAICSA's notification in the event
- only partial claim is approved by HRDC.
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- If employer has made payment prior to grant approval, a refund will be made to employer subject to reimbursement received from HRDC. Refund will be made upon receipt of refund details for EFT and the payee will be based on the invoice issues.
- To provide required information and/or documents after completion of events for the purpose of HRDC Claim within 5 working days upon receipt of MAICSA's notification.

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- a. Written cancellation received less than seven (7) days from the date of the event:
- i) Paid Registration - A refund (less administrative charge of 20%) will be made.
 - ii) Unpaid registration will also be liable for 20% administrative charges.
- b. Written cancellation/no show on the day of the Summit (physically/virtually):
- Paid Registration - No refund will be entertained.

Note: Replacement of participant and transfer of physical to virtual CGI Global Governance Summit 2026 and vice versa are not acceptable.

PERSONAL DATA PROTECTION NOTICE

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CGI Global Governance Summit 2026 ACCESS PASS

- Delegates will be given the CGI Global Governance Summit 2026 tag during registration.
- Delegates are required to wear the CGI Global Governance Summit 2026 tag at all times during the 2-days Summit. Only delegates with CGI Global Governance Summit 2026 tag will be allowed into the CGI Global Governance Summit 2026 halls, exhibition areas and lunch hall.

VERIFICATION OF ATTENDANCE

- All delegates are required to present a photo identification (NRIC/driving license) at the registration counter prior to the issuance of the CGI Global Governance Summit 2026 tag.
- Admittance may be denied upon failure to present photo identification.

ATTENDANCE

- Physical CGI Global Governance Summit 2026 delegates must be present physically at the CGI Global Governance Summit 2026 venue i.e. KLGCC CONVENTION CENTRE, KUALA LUMPUR (FORMERLY KNOWN AS SDCC) 2A, Jalan Bukit Kiara 1, Bukit Kiara, 60000 Kuala Lumpur
- Access to the Virtual Platform **will not** be granted to physical CGI Global Governance Summit 2026 delegates under any circumstances.

E-CERTIFICATE OF ATTENDANCE AND CPD HOURS

- **Physical delegates** of CGI Global Governance Summit 2026 will be entitled to **18 CPD Hours**.
- E-Certificate of Attendance will be issued to participants upon attending the entire duration of the CGI Global Governance Summit 2026 AND receipt of full payment. Delegates may check their E-certificates within 5 working days after the CGI Global Governance Summit 2026 from your portal.
- For MAICSA members, the CPD hours will be credited into the CPD Tracker System. For MAICSA members who are also PC Holder, please contact SSM for the calculation and recognition of CPD Hours for online training held by MAICSA.
- For non MAICSA members, please contact your professional body or regulator for the calculation and recognition of CPD Hours for courses held by MAICSA.

VIRTUAL DELEGATES

CGI Global Governance Summit 2026 ACCESS LINK

- The Access Link will be emailed at least TWO (2) days before the CGI Global Governance Summit 2026
- The Access Link will be issued to delegates with Full Payment OR confirmed registration.
- The Access Link is unique and shall not be forwarded/shared with others.

VERIFICATION OF ATTENDANCE

- Attendance will be recorded based on delegates online duration in the platform from 9:00am – 6:00pm on both CGI Global Governance Summit 2026 days.

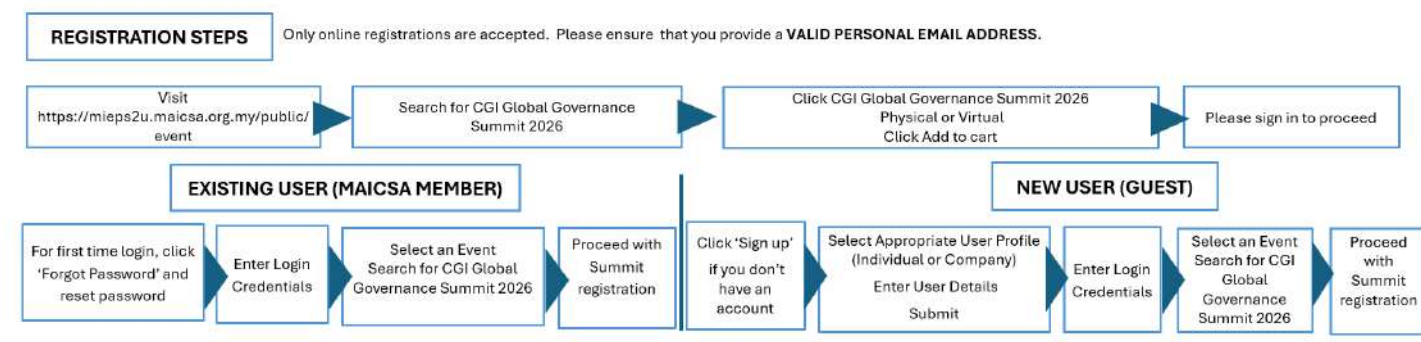
ATTENDANCE

- Virtual delegates must attend the CGI Global Governance Summit 2026 session virtually via MAICSA CGI Global Governance Summit 2026 Virtual Platforms.
- Virtual delegates are PROHIBITED from attending the Physical CGI Global Governance Summit 2026 at any point of time.
- At any circumstances virtual delegates are found to be presented physically at the CGI Global Governance Summit 2026 venue, the Organiser is obliged to charge and demand the physical CGI Global Governance Summit 2026 fees from the said delegates.

E-CERTIFICATE OF ATTENDANCE AND CPD HOURS

- **Virtual delegates** of CGI Global Governance Summit 2026 will be entitled to **16 CPD Hours**.
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- Remain logged in at least 75% of the time allocated for the Summit,
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- i) Paid Registration - A refund (less administrative charge of 20%) will be made.
 - ii) Unpaid registration will also be liable for 20% administrative charges.
- b. Written cancellation/no show on the day of the Summit (physically/virtually):
- Paid Registration - No refund will be entertained.

Note: Replacement of participant and transfer of physical to virtual CGI Global Governance Summit 2026 and vice versa are not acceptable.

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PHYSICAL DELEGATES

CGI Global Governance Summit 2026 ACCESS PASS

- Delegates will be given the CGI Global Governance Summit 2026 tag during registration.
- Delegates are required to wear the CGI Global Governance Summit 2026 tag at all times during the 2-days Summit. Only delegates with CGI Global Governance Summit 2026 tag will be allowed into the CGI Global Governance Summit 2026 halls, exhibition areas and lunch hall.

VERIFICATION OF ATTENDANCE

- All delegates are required to present a photo identification (NRIC/driving license) at the registration counter prior to the issuance of the CGI Global Governance Summit 2026 tag.
- Admittance may be denied upon failure to present photo identification.

ATTENDANCE

- Physical CGI Global Governance Summit 2026 delegates must be present physically at the CGI Global Governance Summit 2026 venue i.e. KLGCC CONVENTION CENTRE, KUALA LUMPUR (FORMERLY KNOWN AS SDCC) 2A, Jalan Bukit Kiara 1, Bukit Kiara, 60000 Kuala Lumpur
- Access to the Virtual Platform **will not** be granted to physical CGI Global Governance Summit 2026 delegates under any circumstances.

E-CERTIFICATE OF ATTENDANCE AND CPD HOURS

- **Physical delegates** of CGI Global Governance Summit 2026 will be entitled to **18 CPD Hours**.
- E-Certificate of Attendance will be issued to participants upon attending the entire duration of the CGI Global Governance Summit 2026 AND receipt of full payment. Delegates may check their E-certificates within 5 working days after the CGI Global Governance Summit 2026 from your portal.
- For MAICSA members, the CPD hours will be credited into the CPD Tracker System. For MAICSA members who are also PC Holder, please contact SSM for the calculation and recognition of CPD Hours for online training held by MAICSA.
- For non MAICSA members, please contact your professional body or regulator for the calculation and recognition of CPD Hours for courses held by MAICSA.

VIRTUAL DELEGATES

CGI Global Governance Summit 2026 ACCESS LINK

- The Access Link will be emailed at least TWO (2) days before the CGI Global Governance Summit 2026
- The Access Link will be issued to delegates with Full Payment OR confirmed registration.
- The Access Link is unique and shall not be forwarded/shared with others.

VERIFICATION OF ATTENDANCE

- Attendance will be recorded based on delegates online duration in the platform from 9:00am – 6:00pm on both CGI Global Governance Summit 2026 days.

ATTENDANCE

- Virtual delegates must attend the CGI Global Governance Summit 2026 session virtually via MAICSA CGI Global Governance Summit 2026 Virtual Platforms.
- Virtual delegates are PROHIBITED from attending the Physical CGI Global Governance Summit 2026 at any point of time.
- At any circumstances virtual delegates are found to be presented physically at the CGI Global Governance Summit 2026 venue, the Organiser is obliged to charge and demand the physical CGI Global Governance Summit 2026 fees from the said delegates.

E-CERTIFICATE OF ATTENDANCE AND CPD HOURS

- **Virtual delegates** of CGI Global Governance Summit 2026 will be entitled to **16 CPD Hours**.
- E-Certificate of Attendance will be issued to participants upon attending the entire duration of the CGI Global Governance Summit 2026 AND receipt of full payment.
- Delegates may check their E-certificates within 5 working days after the CGI Global Governance Summit 2026 from your portal.
- Remain logged in at least 75% of the time allocated for the Summit,
- For MAICSA members, the CPD hours will be credited into the CPD Tracker System.
- For MAICSA members who are also PC Holder, please contact SSM for the calculation and recognition of CPD Hours for online training held by MAICSA.
- For non MAICSA members, please contact your professional body or regulator for the calculation and recognition of CPD Hours for courses held by MAICSA.