

AGM Meeting Season Report: Insights and Trends in Malaysia 2025

A Snapshot

As a leading corporate service provider in Malaysia, BoardRoom Malaysia is proud to present our **AGM Meeting Season Report: Insights and Trends in Malaysia 2025**, offering a comprehensive analysis of shareholder meeting trends, *based on BoardRoom's data from the first six months of 2025*. This report encompasses both Annual General Meetings (AGMs) and Extraordinary General Meetings (EGMs), reflecting the evolving landscape of corporate meetings.

2025 marked a transformative period for shareholder meetings, driven by regulatory changes that reshaped meeting formats and influenced attendance patterns and shareholder engagement strategies. Under **Bursa Malaysia's revised Listing Requirements, effective 1 March 2025**, public-listed companies (PLCs) are no longer permitted to hold virtual-only general meetings, mandating physical or hybrid formats for both AGMs and EGMs. This shift to hybrid format promotes greater flexibility and inclusivity, enabling companies to balance accessibility with the benefits of in-person interaction.

This Meeting Season Report highlights the trends in meeting formats, attendance, proxy processing, helpdesk support, meeting durations, and value-added services such as door gifts and refreshments, providing actionable insights for stakeholders navigating this dynamic environment.



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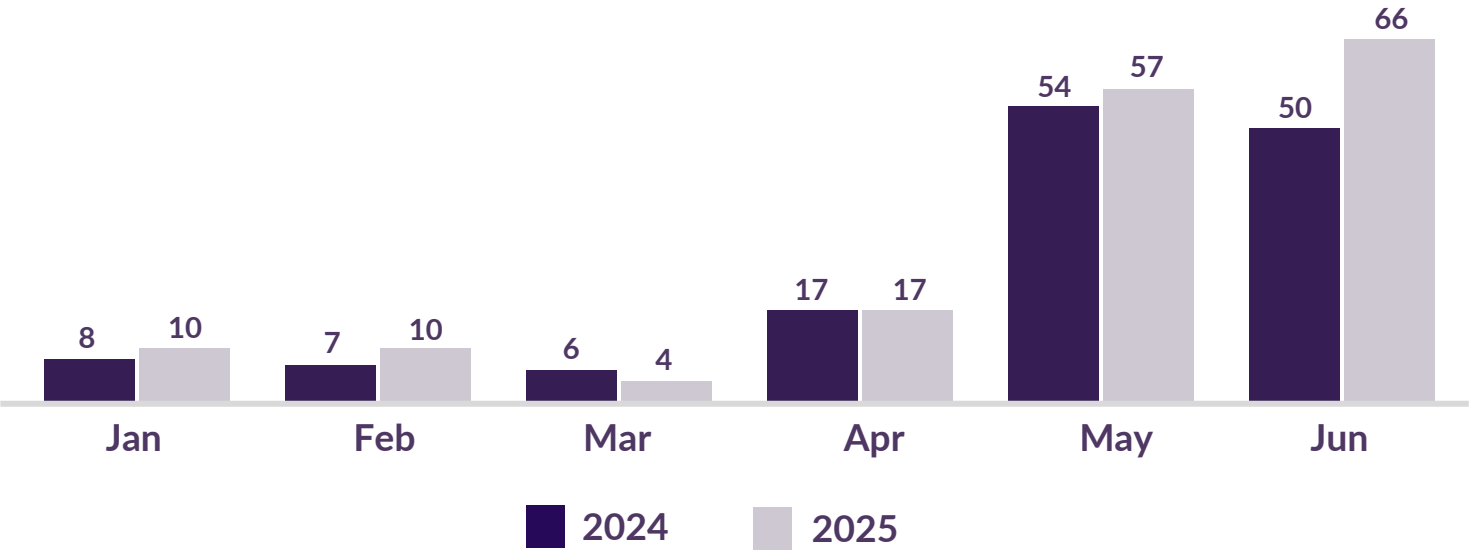
About BoardRoom

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BoardRoom Malaysia facilitated a total of **164 AGMs and EGMs in 1H 2025**, a 15% increase from 1H 2024. This growth reflects heightened corporate activity, improved market share, and strengthened client trust in our capabilities.

Meetings peaked significantly in May and June, with 57 and 66 meetings respectively, mirroring trends seen in 2024. This surge suggests a seasonal pattern, likely driven by the concentration of companies with 31 December financial year-ends aiming to meet the statutory 6-month deadline to hold their AGMs. It also reflects the time needed to complete audits and annual reports before issuing AGM notices.

Meetings held each month:
2024 vs. 2025 Trends



164

meetings from
Jan to Jun 2025



15%

in total meetings vs.
Jan to Jun 2024



40%

of companies held
their meetings in
June



12

meetings held
concurrently in a single
day - the highest
number recorded



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It is common for many companies to strategically schedule their AGMs in May and June, particularly clustering around the last week of June, to maximise preparation time while remaining compliant.



Given the trend of the high volume of AGMs in May and June, companies should plan their AGM timelines early to secure optimal dates and venues, ensuring sufficient preparation time for financial reporting and stakeholder engagement while meeting regulatory deadlines. Early planning can also help avoid resource constraints and enhance attendance by aligning with the schedules of key stakeholders.



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The March 2025 regulatory change brought a decisive shift back to physical meetings. Of the 164 meetings facilitated by BoardRoom Malaysia, **88% were physical, with only 6% hybrid and 6% virtual ones.**

Comparing against 1H 2024, virtual meetings dropped sharply by 88% from 80 to 10 in 2025, following the March 2025 regulatory change requiring listed companies to hold AGMs in physical or hybrid formats. Unlisted and delisted firms continued virtual formats due to exemptions. On the other hand, hybrid meetings surged by 900%, increasing from 1 in 2024 to 10 in 2025, reflecting the shift to meet accessibility requirements. Physical meetings dominated, rising from 61 in 1H 2024 to 144 in 1H 2025, and accounted for 88% of BoardRoom's meetings in 1H 2025.



144

Physical meetings



10

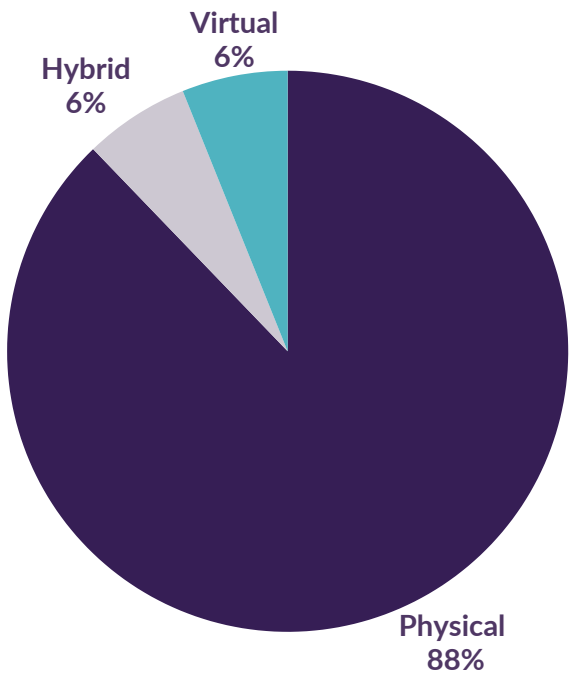
Hybrid meetings



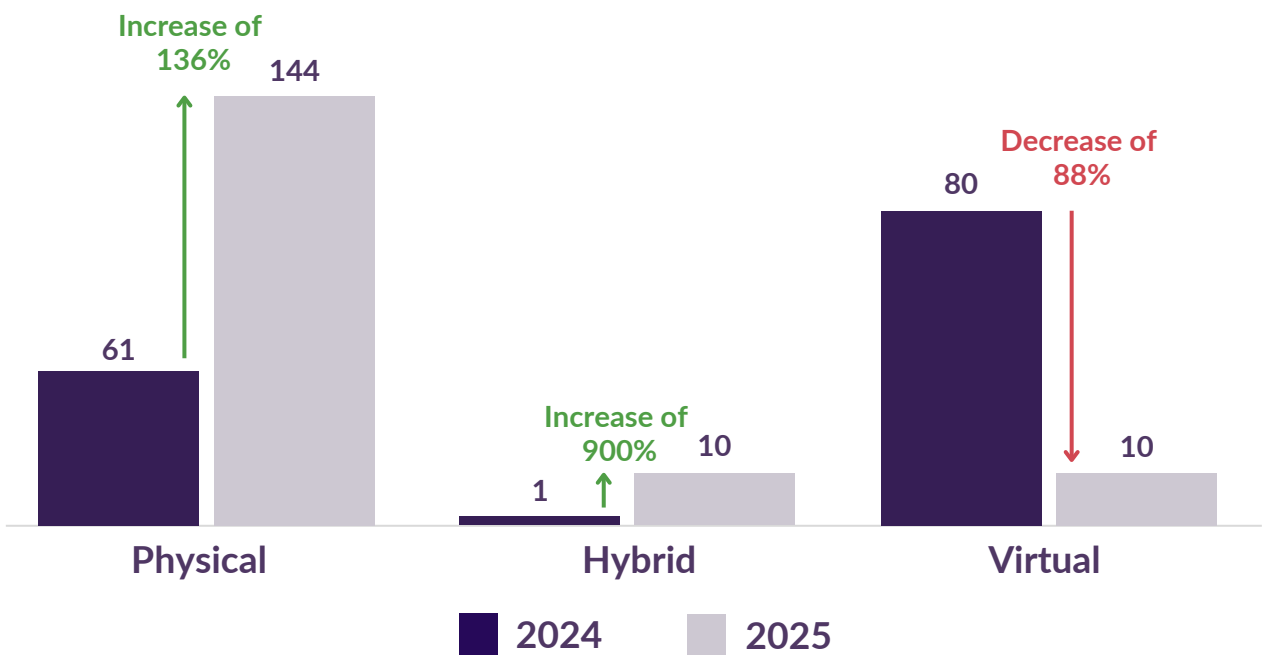
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Virtual meetings

Types of Meetings Facilitated in 1H 2025



Shift in Meeting Types: 2024 vs. 2025 Trends



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This shift highlights a return to in-person engagement due to the regulatory change, with BoardRoom Malaysia's robust growth in hybrid meetings showcasing our leadership in adapting to evolving formats.



Companies should strategically plan their AGMs to balance in-person and virtual accessibility. Partnering with reliable service providers equipped with proper AV and digital infrastructure for live streaming, e-voting, and real-time polling, while leveraging expert on-site support to manage logistics ensures a seamless, problem-free experience for shareholders. Early venue booking and hybrid-ready solutions will also help companies navigate regulatory demands cost-effectively and deliver engaging, compliant AGMs.

To meet the challenges of hybrid meetings, BoardRoom Malaysia has introduced our **Hybrid-Ready AGM Suite**, a cost-effective, purpose-built corporate meeting space designed to deliver seamless hybrid and physical AGMs. An ideal choice for companies adapting to the rapid growth of hybrid meeting formats, Hybrid-Ready AGM Suite features:

- **Up to 40% cost savings** compared to average hotel venues (excluding food catering)
- **Convenient location** with easy LRT access and ample parking
- **Advanced AV & digital infrastructure** such as built-in LED projectors, microphones (wired & cordless), teleprompters, and high-speed internet
- **Hybrid-ready capabilities** for seamless live streaming, e-voting, and real-time polling
- **Expert on-site support** from our experienced meeting managers and IT team



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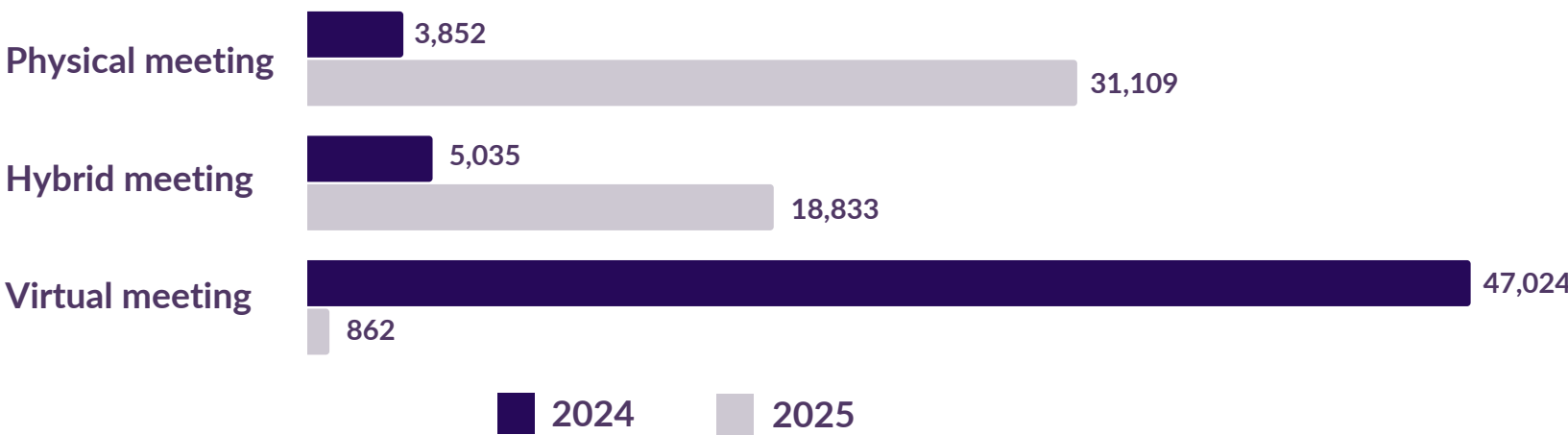
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Attendance

BoardRoom-conducted meetings’ **total attendance declined by 9%**, dropping from 55,912 in 1H 2024 to 50,804 in 1H 2025. The average attendance per meeting also fell 21% from 393 participants in 1H 2024 to 310 in 1H 2025, likely attributable to the shift towards physical meetings, which may pose participation barriers compared to the accessibility of virtual formats.

A comparison against 1H 2024 data showed that attendance across different meeting formats presented significant shifts. Hybrid meeting attendance grew substantially from 5,035 in 1H 2024 to 18,833 in 1H 2025, highlighting the format’s appeal for enabling broader participation. Physical meeting attendance surged from 3,853 to 31,109, reflecting the dominance of in-person meetings following regulatory changes. Conversely, virtual meeting attendance plummeted from 47,024 to 862 attendees, consistent with the sharp decline in virtual meeting adoption.

Attendance according to Meeting Format:
2024 vs. 2025 Trends



↓ 9%

in total attendance for
all meeting formats



↓ 21%

in average attendance
per meeting



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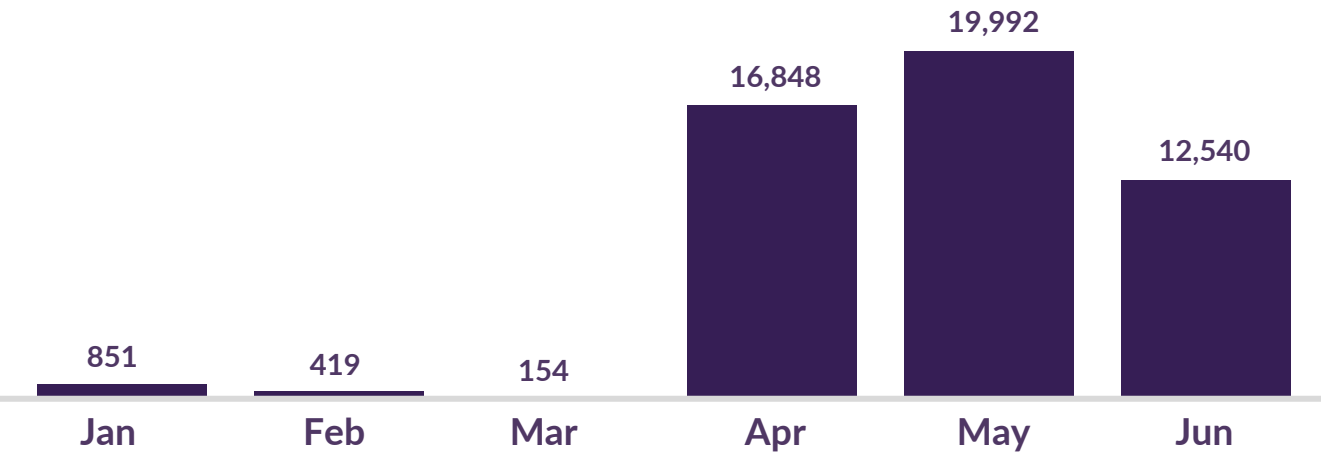
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April and May emerged as peak attendance months for AGMs, recording 16,848 and 19,992 attendees, respectively. These high attendance figures align with the increased volume of meetings held during these months, reflecting strategic scheduling trends among companies.

Attendance according to Meeting Format:
2024 vs. 2025 Trends



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The drop in average attendance reflects the shift to physical meetings, which may face logistical constraints. However, hybrid meetings’ strong attendance suggests they effectively balance accessibility and engagement.



To overcome the logistical barriers of physical meetings, which may have contributed to a decline in average attendance from 393 in 1H 2024 to 310 in 1H 2025, companies should embrace hybrid AGMs to boost participation while maintaining in-person interaction. The significant attendance growth in hybrid meeting in 1H 2025 underscores their ability to attract diverse shareholders.

By leveraging BoardRoom Malaysia’s **Hybrid-Ready AGM Suite**, companies can ensure a seamless, compliant meeting experience with tailored technology and expert support, optimising accessibility and engagement for all stakeholders.

Reach out to BoardRoom Malaysia to discover how our Hybrid-Ready AGM Suite can elevate your next AGM meeting.



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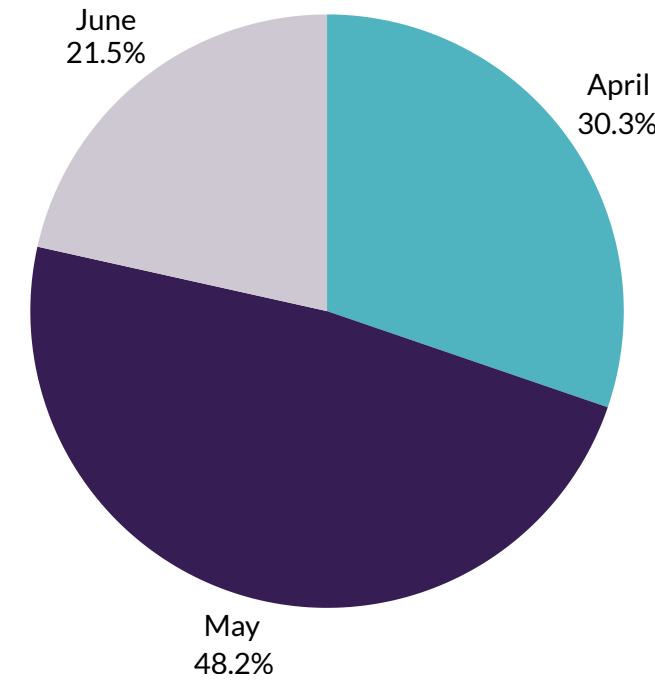
About BoardRoom

Proxy Form Processing

In 1H 2025, BoardRoom Malaysia processed 21,457 proxy forms, including 21,343 proxies and 114 notices of change (NOCs), averaging 130 forms per meeting. More than 90% of these forms were processed in Q2 (April–June), with May alone contributing 9,394 forms, reflecting the peak AGM season’s high activity.

The substantial proxy form volume in Q2 serves as an efficiency indicator, underscoring robust shareholder engagement during these peak periods.

Proxy Forms processed in Q2 2025



21,457

Proxy Forms
processed in 1H2025



90%

of all forms are
processed in
April to June period



9,394

forms processed in
May, marking the peak
month



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Proxy Form Processing

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The concentration of proxy form processing in Q2 highlights the critical need for streamlined operations and a reliable share registrar to handle surges during peak AGM months. BoardRoom Malaysia effectively manages increased shareholder participation to ensure compliance and accuracy.



Scheduling AGMs in April or May can capitalise on peak participation, but it also demands robust systems to handle high volumes without errors. To efficiently manage the surge of proxy forms during Q2, particularly in May when 9,394 forms were processed — companies should leverage digital platforms to streamline proxy submissions and enhance shareholder engagement.

Our **BoardRoom Smart Investor Portal (BSIP)** simplifies this process with our e-Proxy and annual report request services, enabling shareholders to submit forms and requests online seamlessly. This reduces manual processing and ensures compliance. By adopting BSIP’s technology-driven solutions, companies can enhance operational efficiency, minimise administrative bottlenecks, and boost shareholder satisfaction during the busy AGM season.



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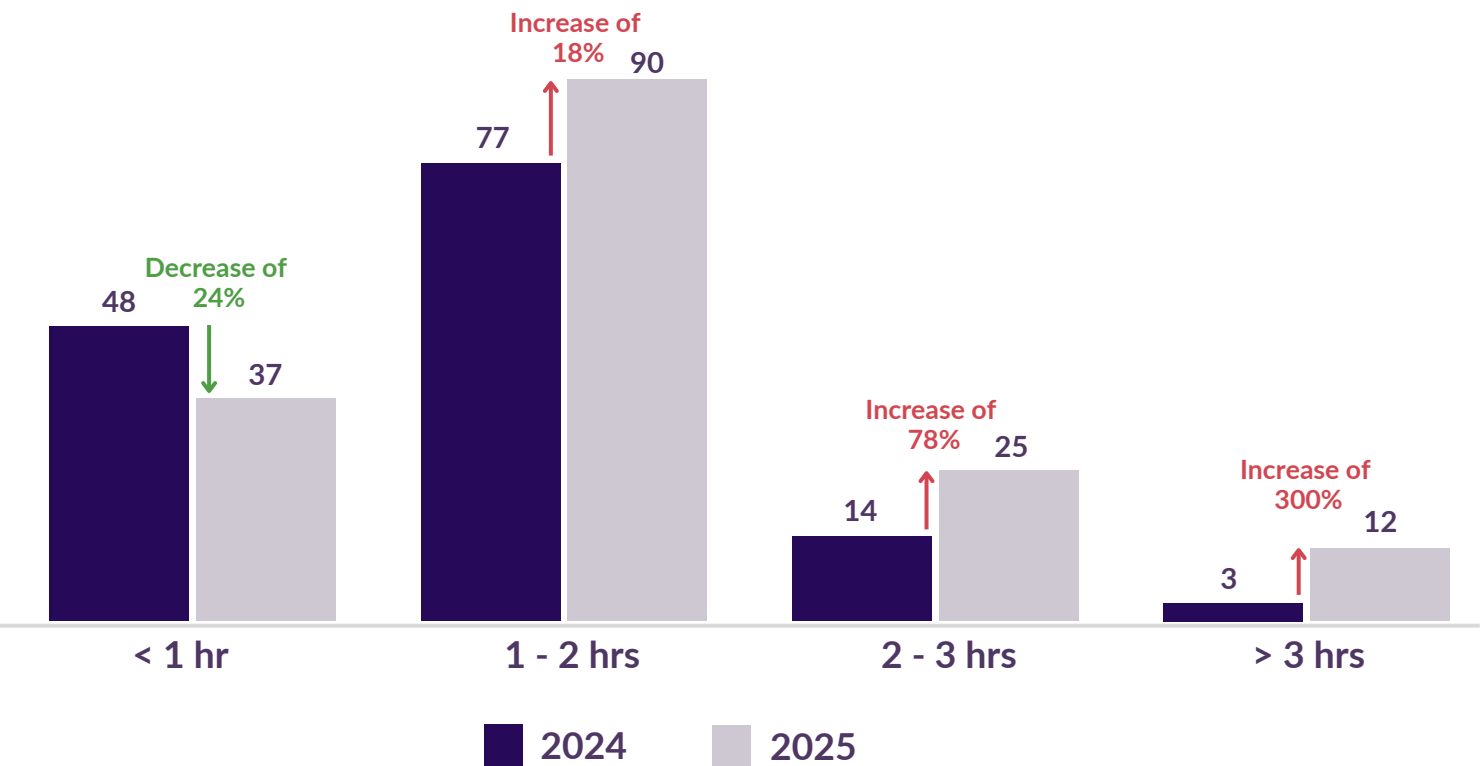
Meeting Duration

In 1H 2025, the average meeting duration for Annual General Meetings (AGMs) in Malaysia **increased by 15% compared to 1H 2024**, primarily due to regulatory changes that encouraged a shift toward physical and hybrid formats. This overall rise reflects a broader trend where meetings are becoming more extended to accommodate in-depth discussions.



There is a noticeable shift in meeting durations from 2024 to 2025, with more meetings falling into the 2-3 hr and over 3 hr ranges. This increase is likely linked to the discontinuation of fully virtual formats and the return to physical AGMs, which typically involve longer time required for registration, in-person voting, and extended shareholder Q&A sessions compared to virtual meetings.

Shift in Meeting Duration:
2024 vs. 2025 Trends



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Meeting Duration

Breaking down the data by meeting mode further highlights these patterns:

Less than 1 hr: Meetings lasting less than 1 hr account for 23% of all meetings, likely reflecting efficient or streamlined meetings which concluded quickly, possibly due to minimal agenda items or high amount of preparation.

Between 1 to 2 hrs: Out of the 164 total meetings, the majority (55%) fall between 1 to 2 hrs, indicating this as the most common duration range. This duration likely aligns with standard AGM schedules, allowing sufficient time for key discussions, voting, and Q&A.

Between 2 to 3 hrs: Comprising 15% at 25 meetings, this range indicates a moderate extension, possibly for AGMs with additional topics or more participant engagement, though still within a manageable timeframe.

More than 3 hrs: At 7% of all meetings (12), this category shows a small but significant group of AGMs requiring extended time, potentially due to complex issues, regulatory requirements, or lengthy shareholder interactions.

	Physical	Hybrid	Virtual	Total	%
Less than 1 hr	33	0	4	37	23%
Between 1 to 2 hrs	83	3	4	90	55%
Between 2 to 3 hrs	20	3	2	25	15%
More than 3 hrs	8	4	0	12	7%
Total	144	10	10	164	100%



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The shift to physical and hybrid AGMs has inherently lengthened meeting duration, likely driven by greater interaction among attendees and the need for companies to comply with evolving regulatory standards.

The sharp increase in ultra-long meetings (over 3 hours) suggest more intricate shareholder discussions, including detailed Q&A sessions, policy debates, or strategic planning. While these interactions benefit from face-to-face or hybrid formats, they also risk extending beyond optimal attention spans.



To optimise AGM efficiency, companies should prioritise agenda streamlining by focusing on high-priority items early in the meeting and allocating specific time slots for discussions, potentially using timed Q&A segments to prevent overruns.

For hybrid formats, investing in robust technology platforms and pre-meeting technical rehearsals with anticipated questions can minimise delays, while training facilitators to manage dual audiences effectively could reduce duration. Additionally, consider gathering post-meeting feedback from participants on pacing and format preferences to refine future events.



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In the first half of 2025, BoardRoom Malaysia’s shareholder helpdesk managed **16,290** calls, reflecting robust client engagement.

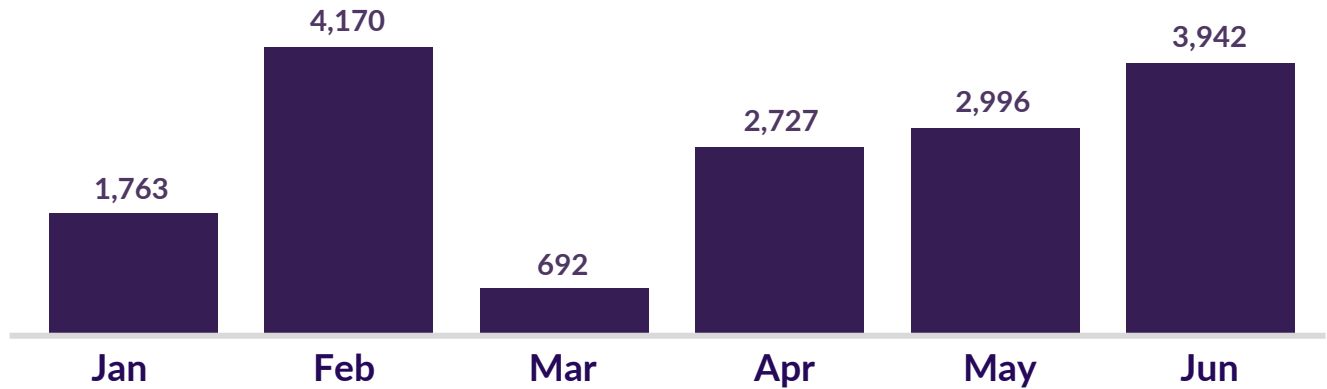
Peak call volumes occurred in February (4,170 calls) and June (3,942 calls), driven by meeting preparation and post-meeting queries. The helpdesk’s scope extended beyond AGM support to include confirmations of request for Annual Reports and cheque replacement inquiries, demonstrating BoardRoom’s comprehensive client service capabilities during the busy AGM season.



16,290

Helpdesk calls managed in 1H2025

Helpdesk Call Statistics in 1H2025



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The high call volumes in February and June highlight intense client engagement during AGM preparation and follow-up periods, underscoring BoardRoom Malaysia’s critical role in supporting diverse shareholder needs.



To effectively manage the significant call volumes during peak periods, **BoardRoom Smart Investor Portal (BSIP)** offers self-service tools such as online e-Proxy submissions, and annual report requests and downloads, enabling shareholders to handle routine inquiries independently.

By maximising BSIP’s utilisation during peak AGM months, BoardRoom Malaysia ensures seamless support and client satisfaction for companies navigating the busy AGM season.



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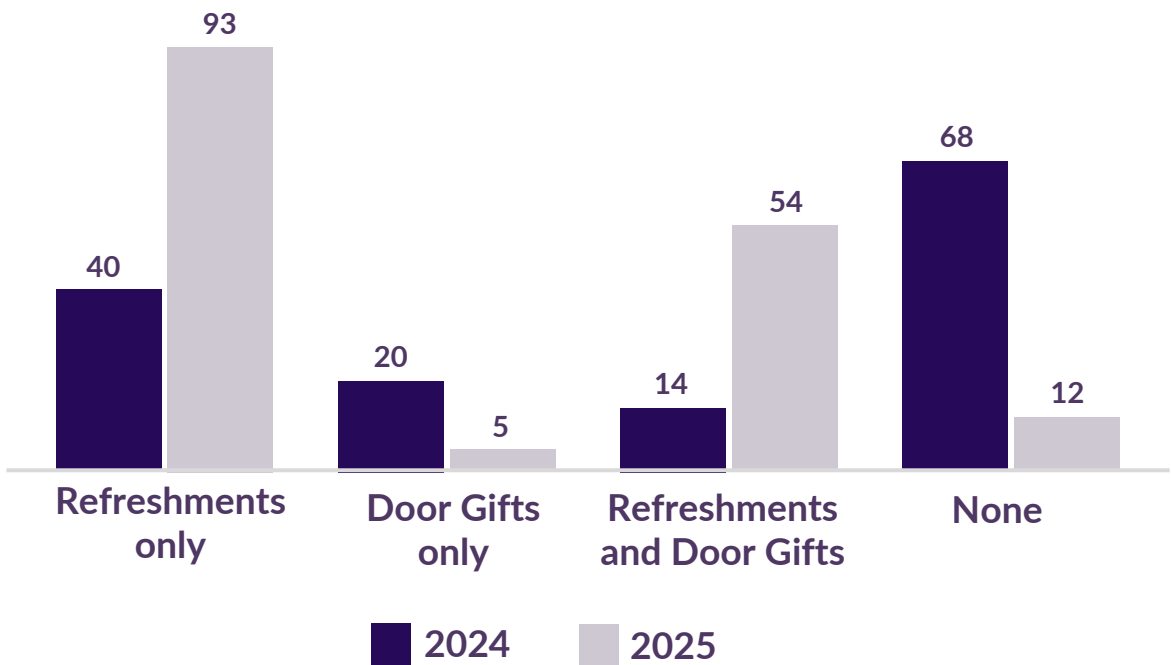
Refreshments and Door Gifts


AGMs facilitated by BoardRoom Malaysia saw a significant shift in the provision of door gifts and refreshments compared to 1H 2024, reflecting the growing dominance of physical meetings, driving companies to enhance shareholder engagement through these offerings. **Majority (57%) provided refreshments, while 33% provided both refreshments and door gifts.**

Comparing with 1H 2024, companies which offered:

- **Only** refreshments increased from 28% to 57%
- **Only** door gifts decreased from 14% to 3%
- **Both** refreshments and door gifts increased from 10% to 33%
- **Neither** refreshments nor door gifts dropped to from 48% to 7%


Refreshments and Door Gifts:
2024 vs. 2025 Trends



 **57%**
provided
refreshments only

 **3%**
provided
door gifts only

 +  **33%**
provided refreshments
and door gifts

 **7%**
provided
neither

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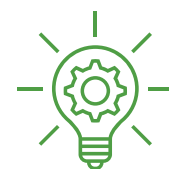
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Refreshments and Door Gifts

Key Takeaway



The trend toward offering door gifts and refreshments reflects a strategic focus on improving in-person attendee experience, aligning with the dominance of physical meetings post-regulation.



Companies who wish to leverage door gifts and refreshments to strengthen shareholder relations and encourage attendance can consider cost-effective and memorable offerings, such as company-branded merchandise or locally sourced items, to maximise impact while managing expenses.



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BoardRoom Malaysia's 2025 meeting data reveals a significant shift in the corporate meeting landscape, driven by regulatory changes requiring all listed companies to adopt either physical or hybrid formats. While overall attendance fell from an average of 393 in 1H 2024 to 310 in 1H 2025, likely due to the discontinuation of fully virtual meetings, hybrid adoption has surged, reflecting companies' recognition of the importance of accessibility, with notable attendance growth in these formats.

The increased provision of refreshments and door gifts also signals a renewed focus on enhancing in-person engagement. By leveraging cost-effective hybrid formats such as BoardRoom's Hybrid-Ready AGM Suite, companies can strike a balance between accessibility and engagement, managing hybrid meetings efficiently while strengthening shareholder connections.

The shift to physical and hybrid AGMs has inadvertently extended meeting durations, likely driven by increased number of attendees. Nevertheless, the majority of meetings (55%) still concluded within the optimal 1–2 hour timeframe.

Proxy form processing peaked at 9,394 in May, highlighting the importance of efficient systems during high-volume periods. To optimise outcomes, companies should plan early for peak months like May and June and invest in robust digital infrastructure, such as BoardRoom Shareholder Investor Portal (BSIP) for streamlined proxy submissions and self-service shareholder support.

Looking ahead, companies should focus on tailored shareholder engagement strategies to further enhance shareholder participation and satisfaction.



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BoardRoom was born from the merger of a legacy group of companies from EY, KPMG & PWC. Today, we are Asia-Pacific's leader in Corporate & Advisory Services.

Established in 1968 and with over 50 years of experience in delivering comprehensive business solutions, we have grown to become a trusted partner for many Fortune 500 multinationals, public listed firms, and privately-owned enterprises.



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TEMASEK

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We simplify complexity by bringing together Corporate Secretarial, Tax, Payroll, Accounting, Fund Solutions, Share Registry, Employee Share Plans and Sustainability Services into one seamless solution — all delivered through a single trusted partner.



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