



# **PROLINTAS MANAGERS SDN. BHD.**

**202201019689 (1465386-M)**

## **BOARD CHARTER**

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**1. INTRODUCTION**

- 1.1 The Board Charter sets out the Board of Prolintas Managers Sdn Bhd (“PMSB” or “the Company”) roles, responsibilities and authorities in setting the direction, management and control of the organisation.
- 1.2 This Board Charter is subject to the provisions of the Companies Act 2016 (“Companies Act”), the Malaysian Code on Corporate Governance 2021 (“MCCG”) and any other applicable law or regulatory requirements.

**2. BOARD STRUCTURE AND COMPOSITION**

- 2.1 The Board shall comprise of not less than two (2) Directors<sup>1</sup>.
- 2.2 In the event of any vacancy in the Board, resulting in non-compliance with Paragraph 2.1 above, PMSB must fill the vacancy within three (3) months<sup>2</sup>.
- 2.3 Tenure of an Independent Non-Executive Director should not exceed a cumulative term limit of nine (9) years<sup>3</sup>.
- 2.4 The Board shall endeavour to maintain at least 30% women Directors. In seeking potential candidate(s) for new appointments, the Board takes into account the age distribution of the Directors to maintain a balanced Board composition<sup>4</sup>.
- 2.5 Members of the Board shall, subject to further criteria as may be determined by the shareholders of the Company, only comprise of individuals with the following characteristics:
  - Possess exemplary knowledge and qualifications in the core business of the Company and or in any other field relevant to the operations and strategic direction of the core business of the Company, including but not limited to, finance and accounting, engineering, auditing, or law;

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<sup>1</sup> Section 196 (1)(b) of the Companies Act 2016

<sup>2</sup> Paragraph 15.02(3) of the Main Market Listing Requirements

<sup>3</sup> Practice 5.3 of the MCCG

<sup>4</sup> Practice 5.9 of the MCCG

- Possess exceptional working/service record and top management experience in an industry relevant to the core business of the Company or in any other field relevant to the day to day operations of the core business of the Company;
- Possess proven leadership characteristics and a track record of personal and organizational integrity in order to lead the Company in the conduct of its core business;
- Possess clear abilities and competencies in strategic planning and risk management in order to contribute effectively to the decision making powers of the Board;
- Possess an exemplary and law abiding personal character free from any allegations or convictions with regard to any criminal activity as defined by the laws of Malaysia; and
- Is free from any business or other relationship which could materially pose a conflict of interest or interfere with the exercise of his judgment when acting in the capacity of a Director which would be disadvantageous to the Company or its interest.

2.6 The Board through the Nomination and Remuneration Committee (“NRC”) shall review the size and composition of the Board and Board Committees, which include the skill sets, experience and functional knowledge of its members on a periodic basis, to ensure an appropriate balance of skills, experience and diversity.

### **3. INDEPENDENCE**

3.1 An Independent Director shall, upon his appointment, give to PMSB a letter of confirmation that he is an Independent Director as defined under Paragraph 1.01 of the Main Market Listing Requirements (“MMLR”) of Bursa Securities.

3.2 An Independent Director shall also provide to the Company an annual declaration of his independence in the form that the NRC may from time to time prescribe or approve.

3.3 An Independent Director means a director who is independent of management and free from any business or other relationship which could interfere with the exercise of independent judgement or the ability to act in the best interests of the Company. Without limiting the generality of the foregoing, an independent director is one who:

- a) is not and has not been within the last three (3) years, an officer of PMSB or any related Corporation of PMSB (each Corporation is referred to as "said Corporation"). For this purpose, "officer" has the meaning given in section 2 of the Companies Act 2016 ("Co Act") but excludes a director who has served as an Independent Director in any one or more of the said Corporations for a cumulative period of less than nine (9) years;
- b) is not a major shareholder of the said Corporation;
- c) is not a family member of any executive director, officer or major shareholder of the said Corporation;
- d) is not acting as a nominee or representative of any executive director or major shareholder of the said Corporation<sup>5</sup>;
- e) has not been engaged as an adviser by the said Corporation under such circumstances as prescribed by PMSB or is not presently a partner, director (except as an independent director) or major shareholder, as the case may be, of a firm or corporation which provides professional advisory services to the said Corporation under such circumstances as prescribed by Bursa Securities<sup>6</sup>;
- f) has not engaged in any transaction with the said Corporation under such circumstances as prescribed by Bursa Securities or is not presently a partner, director or major shareholder, as the case may be, of a firm or corporation (other than subsidiaries of the applicant or listed issuer) which has engaged in any transaction with the said Corporation under such circumstances as prescribed by Bursa Securities<sup>7</sup>; or

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<sup>5</sup> Paragraph 3.1 of Practice Note 13 of the MMLR

<sup>6</sup> Paragraph 4.1 of Practice Note 13 of the MMLR

<sup>7</sup> Paragraph 5.1 of Practice Note 13 of the MMLR

- g) has not served as an independent director in any one or more of the said Corporations for a cumulative period of more than nine (9) years from the date of his first appointment as an Independent Director<sup>8</sup>.

#### **4. APPOINTMENT, RETIREMENT AND ELECTION**

- 4.1 New appointments as Directors of PMSB are made based on the selection criteria which may include:
  - a) Required skills, knowledge, expertise and experience;
  - b) Time commitment, character, professionalism and integrity;
  - c) Ability to work cohesively with other members of the Board;
  - d) Specialist knowledge or technical skills in line with the Group's strategy;
  - e) Diversity in age, gender and experience/background; and
  - f) Number of directorship in Companies outside PMSB.
- 4.2 PMSB has adopted a 9-year policy<sup>9</sup> for Independent Directors taking into account the need for progressive refreshing of the Board. This step-up practice has been adopted by PMSB and in accordance with Practice 5.4 of the MCCG.
- 4.3 No person shall be appointed, re-appointed, elected or re-elected as a Director on the Board or continue to serve as a Director if the person is or becomes an active politician. A person is considered an "active politician" if he is a Member of Parliament, Minister, Senator, State Assemblyman or holds a position at the top management, or division level in any political party.

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<sup>8</sup> Paragraph 5.1 of Practice Note 13 of the MMLR

<sup>9</sup> Practice 5.3 of the MCCG

## 5. DIRECTORS' FIT AND PROPER POLICY

- 5.1 All members of the Board are required to have the necessary qualities, competencies and experience that allows them to perform their duties and carry out the responsibilities required of the position in the most effective manner.
- 5.2 This Policy serves to guide the Nomination & Remuneration Committee and Board in their review and assessment of candidates that are to be appointed onto the Board as well as Directors who are seeking for re-election.
- 5.3 The fit and proper assessment shall be conducted prior to the initial appointment or proposed re-election/re-appointment as a Director of PMSB and its subsidiaries. The fit and proper assessment on a Director may also be conducted whenever PMSB becomes aware of information that may materially compromise a Directors' fitness and propriety.
- 5.4 In assessing a person's fitness and propriety, the Board through its NRC, shall consider all relevant factors based on the following overarching criteria:
  - a) Character and Integrity;
  - b) Competence and Capability; and
  - c) Time and Commitment.
- 5.5 The fit and proper criteria shall include, but not limited to, the following:

### 5.5.1 Character and Integrity

- a) **Probity and Personal Integrity**
  - i. Prior to an appointment or re-appointment of the individual to the respective position, the individual must complete a declaration to the effect that they remain a fit and proper person as defined in this Policy;
  - ii. The individual is compliant with legal and regulatory requirements and professional standards;

- iii. The individual has not been the subject of any adverse findings including being obstructive, misleading or untruthful in dealings with auditors, regulatory authorities, courts or other legal institutions;
- iv. The individual is free from any business or other relationship which could materially pose a conflict of interest or interfere with the exercise of judgement when acting in the capacity of a Director which would be disadvantageous to the Company or its interests;
- v. The individual has never been dismissed, asked to resign or has resigned from employment or from a position of trust, fiduciary appointment or similar position because of questions about his/her honesty and integrity;
- vi. The individual must not at any time shown a strong objection or lack of willingness to cooperate with regulatory authorities and failure or potential failure to comply with legal, regulatory and professional requirements and standards, including compliance with tax requirements and obligations;
- vii. The individual must not at any time shown a strong objection or a lack of willingness to maintain effective internal control systems and risk management practices;
- viii. The individual has not perpetrated or participated in any business practices which are deceitful, oppressive, improper (whether unlawful or not) or which would otherwise reflect discredit on their professional conduct;
- ix. The individual must not exercise significant influence, be investigated, disciplined, suspended or reprimanded by a regulatory or professional body, a court or tribunal, whether publicly or privately; and

- x. The individual has not in the past, acted unfairly or dishonestly in his/her dealings with his/her customers, employer, auditors and regulatory authorities.

**b) Financial Integrity**

- i. The individual has demonstrated prudent management of personal financial affairs;
- ii. The individual has been and will be able to fulfil their financial obligations, whether in Malaysia or elsewhere, as and when they fall due; and
- iii. The individual has not filed for bankruptcy or been adjudicated a bankrupt or had assets sequestered in any jurisdiction.

**c) Reputation**

- i. The individual is of good repute in the financial and business community;
- ii. The individual has not been the subject of civil or criminal proceedings or enforcement action in managing or governing an entity for the past ten (10) years, or has been notified or of any impending proceedings or any investigations, which might lead to such proceedings; and
- iii. The individual has not contravened any provision made by or under any written law designed to protect members of the public against financial loss due to dishonesty, incompetence, or malpractice.

### 5.5.2 Competence and Capability

#### a) Qualifications, Training and Skills

- i. The individual possesses the appropriate education qualification, training, experience and expertise that is relevant to effectively fulfil the roles and responsibilities of their position;
- ii. The individual has the appropriate level of leadership capabilities and a high level of emotional intelligence; and
- iii. The individual possesses general management skills as well as an understanding of corporate governance, integrity and sustainability issues.

#### b) Relevant Past Performance or Track Record

- i. The individual had a career of occupying high-level positions in a comparable organisation and has been accountable for driving or leading the organisation's governance, business performance or operations;
- ii. The individual has demonstrated satisfactory expertise in the nature of the business being conducted and satisfactory past performance; and
- iii. The individual possesses commendable past performance record as gathered from the results of the Board Evaluation and Effectiveness.

### 5.5.3 Time and Commitment

#### a) Ability to Discharge Role having regard to Other Commitments

- i. The individual is able to devote time as a Board member, having factored other outside obligations including concurrent board positions held by the director across listed issuers and non-listed entities (including not for profit and charitable organisations); and
- ii. The number of directorships held by any Board member at any one time shall not exceed five (5) in listed companies.

#### b) Participation and Contribution in the Board

- i. The individual exhibits an open mindedness to the views of others and an ability to make considered judgement after hearing the views of others and able to articulate views independently, objectively, and constructively;
- ii. The individual has the ability to make considered judgement after hearing the views of others; and
- iii. The individual demonstrates a willingness to devote time and effort to understand the businesses and exemplifies a readiness to participate in events outside the boardroom.

## 6. BOARD ROLES AND RESPONSIBILITIES

- 6.1 A Director shall at all times exercise his powers for a proper purpose and in good faith in the best interest of the Company and shall act honestly and use reasonable care, skill and diligence in the discharge of the duties of his office<sup>10</sup> and shall not make use of any information acquired by virtue of his position to gain directly or indirectly an improper advantage for himself or for any other person or to cause detriment to the Company<sup>11</sup>.

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<sup>10</sup> Section 213 (1) and (2) of the Company's Act

<sup>11</sup> Section 218 of the Company's Act

6.2 A Director shall at all times avoid conflicts of interest, and shall as soon as practicable after the relevant facts have come to his/her knowledge, declare the nature of his/her interest at a meeting of the directors of the Company<sup>12</sup>.

Every director shall give notice to the Company on any changes of outside commitment and matters which may give rise to conflicts of interest and/or any other matter relating to him/her as may be necessary or expedient to enable the Company and its officers to comply with the requirements of the CA 2016 and any relevant laws, regulations and/or orders currently in force in Malaysia.

6.3 The Board of Directors has the following key responsibilities<sup>13</sup>:

- Promote good corporate governance culture within the Company which reinforces ethical, prudent and professional behaviour;
- Review, challenge and decide on Management's proposal for the Company and monitor the implementation by Management;
- Ensure that the strategic plan of the Company supports long-term value creation and includes strategies on economic, environmental, safety and health, social and governance underpinning sustainability;
- Oversee the conduct of the Company's businesses to evaluate and assess management performance whether the businesses are being properly managed;
- Assess and identify the principal risks of the Company's businesses in recognition that business decisions involve the taking of appropriate risks;
- Set the risk appetite within which the Board expects Management to operate, and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;

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<sup>12</sup> Section 221 of the Company's Act, Article 111 of the Company's Constitution

<sup>13</sup> Guidance 1.1 of the MCGC

- Ensure Senior Management has the necessary skills and experience; and there are measures in place to provide for orderly succession planning, including appointing, training, fixing the compensation and, where appropriate, replacing Senior Management;
- Ensure the integrity of the Company's financial and non-financial reporting.

6.4 Every Director shall devote sufficient time to prepare for and attend Board and Board Committee meetings and must attend at least fifty (50) percent of the Board meetings held in each financial year<sup>14</sup>.

6.5 Every Director must keep abreast of his responsibilities as a Director and of the conduct, business activities and development of the Company.

6.6 Every Director shall safeguard all internal communications and treat them as strictly private and confidential, and for the use of Board members only, unless officially published.

## 7. CHAIRMAN OF THE BOARD

7.1 The Chairman presides over meetings of Directors and is responsible for instilling good corporate governance practices, leadership and the effectiveness of the Board.

7.2 The position of the Chairman of the Board shall be held by a Non-Executive Director, who shall also be an individual different from the individual who holds the position of the Chief Executive Officer. This distinction allows for a better understanding and distribution of responsibilities and accountabilities<sup>15</sup>.

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<sup>14</sup> Paragraph 15.05 of the Main Market Listing Requirements

<sup>15</sup> Practice 1.3 of the MCCG

7.3 The Chairman of the Board should not be a member of Audit Committee and Nomination and Remuneration Committee to ensure there is check and balance as well as objective review by the Board<sup>16</sup>.

7.4 The duties of the Board Chairman include the following<sup>17</sup>:

- To provide leadership to the Board, and oversee the Board in the effective discharge of its fiduciary duties;
- To set the Board agenda and ensure the Board members receive complete and accurate information in a timely manner;
- To lead in discussions at meetings and ensure efficient and effective conduct of the Board meetings;
- To encourage active participation and allow dissenting views to be freely expressed;
- To promote constructive and respectful relations between Board members and manage the interface between the Board and Management;
- To facilitate effective communication between the Board and the stakeholders;
- To lead the Board in establishing and monitoring good corporate governance practices in the Group; and
- To commit time necessary to discharge effectively his role as Chairman.

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<sup>16</sup> Practice 1.4 of the MCCG

<sup>17</sup> Guidance 1.2 of the MCCG

## 8. CHIEF EXECUTIVE OFFICER

8.1 The Chief Executive Officer (“CEO”) assumes the overall responsibilities for the execution of the Company’s strategies in line with the Board’s direction, oversees the operations of the Company and drives the Company’s businesses and performance towards achieving the Company’s vision and goals.

8.2 The key roles of the CEO include, among others:

- Overseeing the day-to-day business operations and developing strategic direction of the Company and provide directions in the implementation of short and long terms strategies and plans;
- Directing and controlling all aspects of the business operations in a cost effective manner;
- Serving as the channel between the Board and Management in ensuring the success of the Company's governance and management functions;
- Ensuring effective relationships and communication with Management, and between the Board, shareholders and relevant stakeholders;
- Providing strong leadership by effectively communicating the vision, management philosophy and business strategy to employees; and
- Keeping the Board informed of salient aspects and issues concerning the Company's operations.

## 9. BOARD COMMITTEES

9.1 The Board may from time to time establish Committees as it considers appropriate to assist the Board in exercising its roles and responsibilities. The Committees operate under specific Terms of Reference which may be amended by the respective Committees from time to time, subject to approval by the Board.

9.2 The Board has established the following Committees to assist the Board and to ensure good governance in the decision-making process:

#### **9.2.1 Board Audit Committee (“BAC”)**

BAC shall comprise of not less than three (3) members, a majority of whom shall be Independent Non-Executive Directors (“INEDs”). The BAC assists the Board in fulfilling its oversight responsibilities in relation to the Group’s financial reporting process and the effectiveness of the systems of internal controls. The BAC is also responsible for reviewing the performance and effectiveness of both the internal and external audit functions to ensure that audit processes are conducted independently and objectively. The roles and responsibilities of the BAC are provided in its Terms of Reference.

The Board shall not appoint the Chairman of the Board as the member of the BAC<sup>18</sup>.

#### **9.2.2 Nomination & Remuneration Committee (“NRC”)**

NRC shall comprise of not less than three (3) members a majority of whom shall be INEDs. The NRC is responsible for providing oversight on nomination of the new Directors, undertakes the annual assessment of the effectiveness of the Board as a whole, Directors’ induction programme and continuous training, Board and Senior Management succession planning, reviewing the remuneration framework for Directors, the CEO and Senior Management as well as the remuneration framework of employees of the Company. The roles and responsibilities of the NRC are provided in its Terms of Reference.

The Board shall not appoint the Chairman of the Board as the member of the NRC<sup>19</sup>.

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<sup>18</sup> Practice 1.4 of the MCGC

<sup>19</sup> Practice 1.4 of the MCGC

#### **9.2.3 Board Risk and Sustainability Committee (“BRSC”)**

BRSC shall comprise of not less than three (3) members a majority of whom shall be INEDs. BRSC responsible for assisting the Board in overseeing the risks management and sustainability frameworks and policies within the Group as well as reviews the efficacy of internal controls in respect of Risk Management and Governance within the Group. The roles and responsibilities of BRSC are provided in its Terms of Reference.

#### **9.2.4 Board Tender Committee (“BTC”)**

BTC shall comprise of not less than three (3) members a majority of whom shall be INEDs. BTC will review, evaluate, analyse, and report to the Board of Directors on all matters pertaining to the Company’s process of awarding significant contracts. The roles and responsibilities of the BTC are provided in its Terms of Reference.

#### **9.2.5 Board Investment Committee (“BIC”)**

BIC shall comprise not less than three (3) members, a majority of whom shall be INEDs. BIC will review, evaluate and recommend to the Board all investment proposals, divestments, disposals, and other key corporate exercises to ensure alignment with the Group’s strategic direction and risk appetite. BIC is also responsible for monitoring the performance of existing investments, assessing potential opportunities, and ensuring that appropriate due diligence, governance, and approval processes are observed. The roles and responsibilities of the BIC are provided in its Terms of Reference.

#### **9.2.6 Project Monitoring Committee (“PMC”)**

PMC shall comprise not less than three (3) members, a majority of whom shall be INEDs. PMC oversees and monitors the progress, performance, and implementation of key projects to ensure they are completed within the approved scope, budget, and timeline. The roles and responsibilities of the PMC are provided in its Terms of Reference.

- 9.3 The Chairman of the respective Committees shall report and update the Board on significant issues and concerns discussed and where appropriate, make the necessary recommendations to the Board.

## 10. MATTERS RESERVED

10.1 Matters reserved for the Board are clearly defined in the Company Limits of Authority, which provides a clear demarcation between Board and Management reserved matters, and outlines the types of transactions, thresholds and the process of deliberation.

## 11. BOARD MEETINGS

### 11.1 Frequency

11.1.1 The Board shall convene at least four (4) meetings in each financial year, with additional meetings to be convened as and when necessary.

11.1.2 Senior Management and external consultants may be invited to attend Board meetings to advise, present or report on matters relating to their areas of responsibility.

### 11.2 Notice and Agenda

11.2.1 The Notices and agenda of meetings shall be prepared by the Company Secretary and approved by the Chairman<sup>20</sup>.

11.2.2 The Board should have access to all information pertaining to the Company in a timely manner for the discharge of its duty effectively. The relevant Board papers shall be distributed at least five (5) business days prior to the Board meetings if possible<sup>21</sup>.

### 11.3 Quorum

11.3.1 The quorum for a Board meeting shall be a minimum of two (2) Directors. In the absence of the Chairman, the Directors present shall elect a Chairman from amongst them to chair the meeting<sup>22</sup>.

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<sup>20</sup> Guidance 1.6 of the MCCG

<sup>21</sup> Guidance 1.6 of the MCCG

<sup>22</sup> Article 118 of the Company's Constitution

## 11.4 Meeting Mode

- 11.4.1 A meeting shall normally be conducted face-to-face to enable effective discussion, however, meetings may also be conducted via telephone conferencing, video conferencing or other appropriate means as determined by the Board.
- 11.4.2 The Company may convene a meeting at more than one venue using any technology or method that enables all Directors participating and constituting a quorum to simultaneously hear each other throughout the meeting<sup>23</sup>.
- 11.4.3 The main venue shall be in Malaysia and the Chairperson shall be present at that main venue of the meeting<sup>24</sup>.
- 11.4.4 The Directors shall at all times take all necessary precautions to strictly maintain confidentiality of deliberation or information communicated during the said meetings.
- 11.4.5 The Board may from time to time and if deemed appropriate, consider and approve and/or recommend relevant matters via a resolution in writing, in lieu of formally convening a meeting. A written resolution in writing signed or approved by all of the Directors shall be as valid and effectual as if it has been passed by a meeting of the Board duly convened<sup>25</sup>. Approval of the Board on the resolution can be through email and/or other means of electronic communications<sup>26</sup>.

## 11.5 Voting

- 11.5.1 Questions arising at any meeting shall be determined by a majority votes of directors' present and voting<sup>27</sup>.

In case of equality of votes, the Chairman of the Board shall have a second or casting vote<sup>28</sup>.

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<sup>23</sup> Section 327 (1) of the Companies Act, Para 6 Third Schedule of the Companies Act

<sup>24</sup> Section 327 (2) of the Companies Act

<sup>25</sup> Article 125 of the Companies Constitution

<sup>26</sup> Section 300 (2) (b) of the Companies Act

<sup>27</sup> Article 117 of the Companies Constitution

<sup>28</sup> Para 10 Third Schedule of the Companies Act

11.5.2 Every Director is required to declare to the Board and abstain from deliberations and voting in respect of any matter which may give rise to an actual or perceived conflict of interest situation.

## **11.6 Meeting Minutes**

The minutes of the meeting shall record the deliberations and decisions of the Board.

Minutes shall be distributed to Board members and shall be approved by the Chairman of the meeting at which the proceedings are held or by the Chairman of the next succeeding meeting.

## **11.7 Company Secretary**

12.1.1 The Board shall ensure that it is supported by a suitably qualified and competent Company Secretary, who shall, at minimum, meet the requirements of the Companies Act 2016<sup>29</sup>.

12.1.2 The Company Secretary is a central source of information and advice to the Board and its Committees on issues relating to sound governance and compliance with laws, rules, procedures and regulations and advocates adoption of corporate governance best practices affecting the Company<sup>30</sup>.

12.1.3 The roles and responsibilities of a Company Secretary include, but are not limited to the following<sup>31</sup>:

- Manage all board and committee meeting, attend and record minutes of all board and committee meetings and facilitate board communications;
- Advise the board on its roles and responsibilities;

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<sup>29</sup> Section 235 of the Companies Act

<sup>30</sup> Practice 1.5 of the MCCG

<sup>31</sup> Guidance 1.5 of the MCCG

- Facilitate the orientation of new directors and assist in director training and development;
- Advise the board on corporate disclosures and compliance with Company's regulations;
- Manage processes pertaining to the annual shareholder meeting;
- Monitor corporate governance developments and assist the board in applying corporate governance practices to meet the board's needs and stakeholders' expectations; and
- Serving as a focal point for stakeholders' communication and engagement on corporate governance issues.

12.1.4 The Company Secretary must keep abreast of, and inform the Board of current governance practices. The Company Secretary should undertake continuous professional development.

## 12. BOARD DEVELOPMENT

### 12.1 Succession Planning

12.1.1 The Board shall ensure that all candidates appointed to the Board and Senior Management positions are of sufficient calibre. The Board should also ensure that there are measures in place to provide for the orderly succession planning of the Board and Senior Management and to ensure that the Board has a steady pool of talent to choose from whenever there is a need to appoint additional members or to replace a Board member or Senior Management who intends to retire or resign from the Company.

### 12.2 Board Evaluation and Effectiveness Assessment

12.2.1 To remain relevant, the effectiveness of the Board, its Committees and each individual Director should be annually reviewed in accordance with best practices and requirements. The Board should engage professional, experienced and independent party(ies) at least every three (3) years to facilitate objective and candid board evaluations.

- 12.2.2 The Board via the Nomination & Remuneration Committee ("NRC") shall establish a set of criteria for the assessment of all Directors and attention shall be given to the values, principles and skills required for the Company. These criteria will serve as a source of reference for prospective and incumbent Directors for the Board's annual assessment and shall be reviewed regularly to maintain their relevance.
- 12.2.3 The assessment is intended to evaluate the mix of skills, experience and other relevant qualities the Directors bring to the Board, and takes into account the individual director's ability to exercise independent judgement at all times and to contribute to the effective functioning of the Board. The assessment process also examines the ability of each Board or Committee member to give material input at meetings and to demonstrate a high level of professionalism and integrity in the decision-making process.
- 12.2.4 The Directors' Self and Peer Assessment is intended to evaluate the mix of skills, experience and other relevant qualities the Directors bring to the Board and takes into account the individual director's ability to exercise independent judgement at all times and to contribute to the effective functioning of the Board. The Self and Peer Assessment process also examines the ability of each Board or Committee member to give material input at meetings and to demonstrate a high level of professionalism and integrity in the decision making process.
- 12.2.5 The assessment results form the basis of the NRC's recommendation to the Board for the re-election and/or re-appointment of Directors and Board Committee members as well as for further development of the Board and Board Committees.

### 12.3 Induction of Newly Appointed Directors

- 12.3.1 All newly appointed Board members shall undergo a formal induction and continuous education programme to ensure that they understand their roles and responsibilities, the Board's expectations in terms of their knowledge contribution, the nature of the Company's business, current issues faced and strategies adopted by the Company.

#### 12.4 Directors' Training and Development

12.4.1 The Company shall ensure that the Board is kept abreast of regulatory changes, other developments and broad business trends. The Company and the Board must evaluate the training needs of its Directors on a continuous basis and ensure all Directors have access to appropriate continuing education programmes.

### 13. DIRECTORS EXTERNAL COMMITMENTS

13.1 The Board shall devote sufficient time to carry out their responsibilities. The Boards are expected to commit time as and when required to discharge his duties and responsibilities besides attending meetings of the Board and Board Committee.

13.2 The Directors shall not hold more than five (5) directorship in listed companies to ensure that their commitment, resources and time are more focused, enabling them to discharge their duties effectively<sup>32</sup>.

13.3 The Company values the experience and perspective that the Board gains from the service on the Board of other Companies, Organisations or Associations. However, prior to the acceptance of any relevant external appointments such as directorship of listed Companies, Organisations or other Associations, Directors should first consult with the Chairman on such proposed appointment. In any event, such commitments should not:

- caused a conflict of interest for the Director;
- affect the Director's independence;
- have potential reputational consequence to the Company; and/or
- place demands on the Director's time that could hinder their ability to attend Board Meetings and discharge their responsibilities to the Company.

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<sup>32</sup>Paragraph 15.06 of the Main Market Listing Requirements

**14. INTEGRITY AND GOVERNANCE**

14.1 In line with the Strategic Plan of Integrity and Governance Unit by the Malaysian Anti-Corruption Commission (MACC), the Company has established an Integrity and Governance Department to showcase its strong commitment towards upholding integrity and strong corporate governance.

14.2 The Directors shall individually acknowledge the adoption of the following policies as part of their compliance under the new Corporate Liability provision in Section 17A of the MACC Amendment Act 2018 comes into force on 1 June 2020, namely:

- Code of Business Ethics and Conduct;
- Whistleblowing Policy and Procedures;
- No Gift Policy; and
- The Anti-Bribery and Corruption Policy;

**15. CODE OF BUSINESS ETHICS AND CONDUCT**

15.1 The Company's Code of Business Ethics and Conduct applies to all Directors, Management, employees and where applicable, counterparts and business partners. The Code was formulated to promote ethical conduct of Directors and employees as well as to enhance the standard of corporate governance in the Company.

15.2 The Company's Code of Business Ethics and Conduct should be integrated into group-wide management practices and be periodically reviewed.

15.3 The Directors shall individually acknowledge and confirm adherence to the Company's Code of Business Ethics and Conduct upon their appointment to the Board by way of signing the said Code.

**16. WHISTLEBLOWING POLICY**

16.1 The Board establish, review and together with Management implement appropriate policies and procedures on whistleblowing as part of the Company's commitment towards effective governance and to maintain high standards of integrity and accountability.

16.2 The oversight of the whistleblowing function is under the purview of Integrity and Governance Department who shall ensure that all reported violations are properly investigated. The Integrity and Governance Department is also responsible for reviewing the effectiveness of the actions in response to all concerns raised.

**17. NO GIFT POLICY**

17.1 As an effort to demonstrate Company's commitment to the highest standard of integrity and behaviour, the Board shall abide to the No Gift Policy requirement.

17.2 The compliance to the No Gift Policy is in conformity with the Company's Code of Business Ethics and Conduct.

**18. ANTI-BRIBERY POLICY**

18.1 The Board shall at all time commit in upholding all laws relevant to countering bribery and corruption in each of the jurisdictions in which the Company operates.

18.2 The Board shall at all time ensure Company's business must comply with the offenses under sections 16, 17, 18, 20, 21, 22, and 23 of the Malaysian Anti-Corruption Commission Act 2009 [Act 694] including Section 17A Corporate Liabilities where the section has been enforced by the Government with effect from 1st June 2020 which empowers the Malaysian Anti-Corruption Commission to monitor and investigate every transaction involving any layer of staff seniority from top management downward and third parties which may be related to bribery practice.

**19. STRATEGY TOWARDS PROMOTING SUSTAINABILITY**

19.1 In the effort of maximising shareholder's return, the Company at the same time advocates managing its business in a responsible and sustainable manner by managing the environmental, social and governance aspects of its operations in line with the broad objective of the United Nations Sustainable Development Goals adopted by Malaysia on 25 September 2015<sup>33</sup>.

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<sup>33</sup> Practice 4.1 of the MCCG

**20. SUPPLY OF INFORMATION TO THE BOARD**

20.1 The Board have individual and independent access to the advice and dedicated support services of the Company Secretary in ensuring the effective functioning of the Board<sup>34</sup>.

20.2 The Board may seek advice from the management on issues under their respective purview. The Board may also interact directly with, or request further explanation, information or updates, on any aspect of the Company's operations or business concerns from the management.

**21. STAKEHOLDER' COMMUNICATION**

21.1 The Board shall ensure effective, transparent and regular communication with its stakeholders to facilitate mutual understanding of each other's objective and expectations.

**22. GENERAL MEETING**

22.1 All Directors and the Chairs of Board Committees must attend General Meetings to allow shareholders to raise questions and receive meaningful response to questions raised by them.

**23. REVIEW OF THE BOARD CHARTER**

23.1 This Charter and the Terms of Reference of each Committee established by the Board shall be reviewed every 3 years and updated by the Board taking into consideration the needs of the Company as well as any development in MCCG, rules and regulations that may have an impact on the discharge of the Board's duties and responsibilities<sup>35</sup>.

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<sup>34</sup> Practice 1.5 of the MCCG

<sup>35</sup> Practice 2.1 of the MCCG