

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5098
COMPANY NAME : Malaysia Steel Works (KL) Bhd
FINANCIAL YEAR : December 31, 2019

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>In recognising the importance of good governance as a fundamental part of discharging their responsibilities, the Board of Directors ("Board") of Malaysia Steel Works (KL) Bhd ("Masteel" or "Company") is committed to exhibit high standards of corporate governance.</p> <p>The Board is responsible for the overall corporate governance of the Company and its subsidiaries (collectively referred to as the "Group"), including its strategic directions, establishing goals for the Management and monitoring the achievement of these goals. The Board is also responsible for the formulation of policies, implementing an appropriate system of risk management, ensuring the adequacy and integrity of the Group's system of internal control, overseeing the investments and addressing sustainability of the business by instilling the appropriate culture, values and behaviour throughout the Group.</p> <p>The Board is guided by a Board Charter which sets out the respective roles of the Board, the Chairman of the Board, the Managing Director/Chief Executive Officer ("MD/CEO"), Independent Directors and Senior Independent Director.</p> <p>The Management's proposals which are reserved for the Board's approval will be discussed at the Board meetings, where the Directors have the opportunity to scrutinise the proposals and seek clarifications from the Management. The Executive Directors ensure that the Management has taken into account all the appropriate consideration before tabling the proposals to the Board for approval. Any significant updates on the proposals would be updated to the Directors either in the next Board meeting or in follow-up reports distributed.</p> <p>The day-to-day management of the Group is delegated to the MD/CEO and the Senior Management Team. In this respect, the Board is guided by the Limits of Authority which provides the authority limits for corporate, operational, financial and human resource functions. The Limits of Authority determines the respective approving authorities for each transaction, prohibiting unfettered powers for any single individual within the various levels of management. Nevertheless, the</p> |

MD/CEO remains accountable to the Board for the authority that is delegated.

The Group's sustainability initiatives reflect its continuous drive towards maximising the opportunities for strong fiscal growth and optimising operational efficiency in tandem with the long term-term value creation based on economic, environmental and social considerations. Details of the Group's sustainability efforts are set out in its Sustainability Statement, which is on page 23 to page 29 of the Company's Annual Report.

The Company has adopted a Succession Planning Policy to ensure that the Group is prepared with a plan to support operation and service continuity when the MD/CEO, Executive Directors and Senior Management or key business leaders leave their positions. The Company will review and discuss the Succession Plan for Directors and Senior Management to ensure that there are successors identified for every key position annually.

Key Performance Indicators ("KPIs") for the MD/CEO and Executive Directors are in place to ensure the performance of the MD/CEO and Executive Directors are aligned with the Group's business targets for the year. During the financial year, the Remuneration Committee ("RC") will meet and assist the Board in reviewing the remuneration of the MD/CEO and Executive Directors based on the Assessment Form for KPIs and thereafter, recommend the appropriate annual increment and bonus payment for the MD/CEO and Executive Directors, whilst the performance of the Senior Key Management who report to the MD/CEO are evaluated annually by the MD/CEO premised on annual measurements and targets sets.

The Risk Management Committee ("RMC") assists the Board in establishing a sound internal control framework to manage risks with the overall responsibility for overseeing the risk management activities of the Group, approving and implementing the appropriate risk management procedures and measurement methodologies across the Group.

With the assistance of an external consultant, an Enterprise Risk Management ("ERM") approach has been adopted to develop an effective and sound ERM. The Board receives regular reports from the Chairman of the RMC in relation to the potential risks identified, impact of the risks and mitigation of the key risks elements. The RMC monitors and manages the significant risks faced by the business throughout the financial year under review.

The Board strives to ensure there are regular communications with all its stakeholders, regardless of individual or institutional investors, including the wider stakeholders at large, through the timely releases of quarterly financial results, corporate announcements and annual reports.

The Board is assisted by the Audit Committee ("AC") in ensuring the Group's financial reporting processes are effective and the quality of

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| | the financial reporting is of the highest standard. The AC reviewed the quarterly financial reports prior to its recommendation to the Board for approval and announcements to Bursa Malaysia Securities Berhad (“Bursa Securities”). | |
| Explanation for departure | : | |
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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
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Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Independent Non-Executive Chairman, Dato' Ikhwan Salim bin Dato' Haji Sujak is responsible for the leadership, effectiveness, conduct and governance of the Board.</p> <p>In fulfilling his role, the responsibilities undertaken by the Chairman include, amongst others:</p> <ul style="list-style-type: none">• leading the Board in the oversight of the Management;• representing the Board to shareholders and to chair and to ensure an efficient organization and conduct of the meetings of the Board and/or the shareholders;• setting the board agenda and ensuring the provision of accurate, timely, complete and clear information to Directors;• encouraging active participation and allowing dissenting views to be freely expressed;• managing the interface between Board and the Management;• leading the Board in establishing and monitoring good corporate governance practices within the Group;• maintaining regular dialogue with the MD/CEO over all operational matters and consulting with the remainder of the Board promptly over any matters that gives him/her cause for major concern;• functioning as a facilitator at meetings of the Board to ensure that no member dominates discussion, that appropriate discussions takes place and that relevant opinions among members is forthcoming;• ensuring that Executive Directors look beyond their executive function and accept their share of responsibilities in governance;• guiding and mediating the actions of the Board with respect to the organizational priorities and governance concerns;• undertaking the primary responsibility for organising information necessary for the Board to deal with items on the agenda and for providing this information to Directors on a timely basis; and• performing other responsibilities assigned by the Board from time to time. <p>The detailed roles and responsibilities of the Chairman are encapsulated in the Board Charter, which is available on the Company's website at www.masteel.com.my</p> |
| Explanation for departure | : | |

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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
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Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3

The positions of Chairman and CEO are held by different individuals.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board recognises the importance of exercising the objective to oversee the Management in order to guard the interest of the Company and its stakeholders. Stemming from this, the Board aims to ensure that there is an appropriate balance of power to prevent any single individual from dominating the deliberations and the decision-making process.</p> <p>The roles of the Chairman and MD/CEO are separate and clearly defined, and are held by two distinct individuals. Dato' Ikhwan Salim bin Dato' Haji Sujak is the Independent Non-Executive Chairman of the Board whereas Dato' Sri Tai Hean Leng @ Tek Hean Leng is the MD/CEO of Masteel.</p> <p>The Chairman is primarily responsible for the orderly conduct and working of the Board whilst the MD/CEO has the overall responsibility for the day-to-day running of the business and implementation of Board policies and decisions.</p> <p>The respective duties and responsibilities of the Chairman and the MD/CEO are provided in the Board Charter, which is available on the Company's website at www.masteel.com.my.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
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Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board is supported by two professionally qualified and competent Company Secretaries, namely Ms Tai Yit Chan and Ms Tan Ai Ning. Both Company Secretaries of the Company are qualified to act as Company Secretaries under Section 235(2) of the Companies Act 2016. They are qualified to act as Company Secretaries under Section 235(2) of CA 2016 and are Fellow members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA").</p> <p>The Board is regularly apprised and advised by both Company Secretaries on the statutory and regulatory updates and requirements as well as pertinent governance matters. As counsels to the Board, the Company Secretaries also ensure proper supply of relevant information as well as the accuracy and adequacy of meeting materials, recording of meeting minutes and resolutions of the Board and Board Committees. The Company Secretaries additionally serve as a focal point for stakeholders' communication and engagement on corporate governance issues.</p> <p>The Company Secretaries constantly keep themselves abreast of the evolving capital market environment, regulatory changes and developments in corporate governance through attendance at relevant conferences and training programmes. The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in discharging its functions. During the year 2019, they attended the relevant continuous professional development programmes as required by the CCM or MAICSA for practising company secretaries.</p> <p>The roles and responsibilities of the Company Secretary have been set forth in the Board Charter, which is available on the Company's website at www.masteel.com.my.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
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Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>In order to facilitate the Directors' time planning, the annual meeting calendar is prepared and tabled to the Board meeting at the beginning of the year. The Chairman, together with the Management and Company Secretary, are responsible for ensuring the Directors receive adequate and timely information prior to Board or Board Committee meetings.</p> <p>The notice of the Board meetings is circulated to Board members at least seven (7) days before the meeting and the agenda and Board papers are circulated to the Directors at least five (5) business days before each meeting to ensure the meetings are run in a smooth and seamless manner.</p> <p>All pertinent issues discussed at the Board and Board Committee meetings in arriving at the decisions and conclusions are properly minuted by the Company Secretaries.</p> <p>The minutes of Board and Board Committee meetings are prepared within a reasonable period following the conclusion of the meetings. The draft minutes are circulated together with the Board papers at the following meetings of the Company and approved at the subsequent Board and Board Committee meetings.</p> <p>The minutes of meetings records the decisions, including the key deliberations, rationale for each decision made and any concerns or dissenting issues. In addition, the Directors, either as a group or individually, may upon obtaining prior Board's approval seek independent advice, where necessary, at the Company's expenses on any matters in relation to the discharge of their duties.</p> |
| Explanation for departure | : | |
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Intended Outcome

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board has put in place a Board Charter which serves the Board as a primary reference on governance matters for the Board as well as a guideline and induction literature for newly appointed Directors.</p> <p>The Board Charter covers amongst others, the following matters:</p> <ul style="list-style-type: none">• Objectives of the Board;• Role of the Board;• Board Balance and Composition;• Role of the Chairman;• Role of the MD/CEO;• Role of Individual Directors;• Role of Independent Directors;• Role of Senior Independent Director;• Tenure of Directors;• Company Secretary;• Board Committees;• Investor Relations and Shareholders' Communication; and• Board Processes. <p>In developing and reviewing the Board Charter, the Board has taken into account the applicable rules, laws and regulations as well as internal policies.</p> <p>The Board has reserved a formal schedule of matters for its decision to ensure that the direction and control of the Group is firmly in its hands. This includes strategic issues and planning, formulation of policies, material acquisition and disposal of assets, implementing an appropriate system of risk management, approval of the financial statements, financing and borrowing activities, ensuring regulatory compliance, reviewing the adequacy and integrity of internal controls, overseeing the investment and business of the Group, limits of authority and conflict of interest issues relating to a substantial shareholder or a Director including approving related party transactions.</p> |

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| | <p>The Board Charter is periodically reviewed by the Board or at least once a year and updated based on the prevailing regulatory promulgations.</p> <p>The Board Charter is accessible for reference on the Company's website at www.masteel.com.my.</p> | |
| <p>Explanation for departure</p> | | |
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| <p>Measure</p> | | |
| <p>Timeframe</p> | | |

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

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| Application | : Applied |
| Explanation on application of the practice | <p>The Company has in place a Code of Conduct for the Directors, the Management and officers of the Group. This Code is established to promote the corporate culture which engenders ethical conduct that permeates throughout the Company.</p> <p>The Code of Conduct covers the following overarching areas:</p> <ul style="list-style-type: none">• Equal treatment of all employees;• Ensure a safe and secure working environment;• Environmental protection;• Avoidance of accepting gifts and business courtesies;• Maintain complete and accurate business records;• Manage and safeguard the Company's properties and assets;• Ensure high integrity and professionalism;• Ensure protection of confidential information;• Managing conflict of interest; and• Complying with laws including abuse of power, corruption, insider trading and money laundering. <p>The Company has also adopted the Code of Ethics, consisting of commitments formulated as statements of personal responsibilities, identifies the elements of such a commitment.</p> <p>The Code of Ethics covers the following overarching areas:</p> <ul style="list-style-type: none">• Corporate Governance;• Conflict of interest; and• Social responsibilities and the environment. <p>The Board reviews the Code of Conduct and Code of Ethics periodically or as and when the need arises to ensure it is kept contemporaneous.</p> <p>The Code of Conduct and Code of Ethics are made available for reference on the Company's website, at www.masteel.com.my.</p> |

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| Measure : | | |
| Timeframe : | | |

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>As part of the Company's continuous effort to ensure that good corporate governance practices are being adopted, the Company has established a Whistleblowing Policy to provide a clear line of communication and reporting of concerns for employees at all levels, and provides alternative lines of communication depending on the person(s) who is/are the subject of such concerns.</p> <p>The Company's Whistleblowing Policy fosters an environment in which integrity and ethical behaviour are maintained through protocols which allow for the exposure of any violations or improper conduct or wrongdoing within the Group.</p> <p>Managers, officers and employees in supervisory roles shall report directly to the Head of Internal Auditors or Audit Committee Chairman on any allegations of suspected improper activities – whether received as a protected disclosure, including those relating to financial reporting, unethical or illegal conduct and any employment-related concerns which can be reported to the Head of Human Resources or the MD/CEO. The disclosure can be verbal or in writing and forwarded in a sealed envelope, reported by their subordinates in the ordinary course of performing their duties, or discovered in the course of performing their own duties.</p> <p>The AC is committed to investigate and address all cases of reported misconduct and determine the channel for investigation and follow-up action. In year 2019, there was no whistleblowing case received by the Company and/or the AC Chairman.</p> <p>The Whistleblowing Policy is reviewed once in every two (2) years to assess its effectiveness.</p> <p>The details information can be found on the Company's website at www.masteel.com.my.</p> |
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Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

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| Measure : | | |
| Timeframe : | | |

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 4.1

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority of independent directors.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board acknowledges that having at least half of the Board to consist of Independent Directors would undeniably elevate objectivity whilst preventing dominance and complacency within the boardroom.</p> <p>The Board currently consist of four (4) Independent Directors and four (4) Executive Directors ensuring half of the Board comprises of Independent Directors. Independent Directors are expected to challenge the Management proposals constructively and to examine and review the Management’s performance in meeting agreed objectives and targets. In addition, they are expected to draw on their experience and knowledge in relation to the development of proposals on strategies.</p> <p>The current size and composition of the Board is within a range which is appropriate. The Board believe that the current size of the Board is sufficient to enable Board Committees to operate and be dynamic and responsive to the needs of the Group.</p> <p>An annual assessment on the independence of the Independent Directors had been conducted. Based on the evaluation results, the Board was satisfied that each Independent Director has fulfilled the independence criterias set out in the Main Market Listing Requirements (“MMLR”) of Bursa Securities and they continue to demonstrate their independence through their engagement in all meetings, providing objective challenges to the Management and bringing independent judgment to decisions taken by the Board.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 4.2

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should justify and seek annual shareholders' approval. If the board continues to retain the independent director after the twelfth year, the board should seek annual shareholders' approval through a two-tier voting process.

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| Application | : | Departure |
| Explanation on application of the practice | : | |
| Explanation for departure | : | <p>During the year 2019, both Mr Ng Wah Lok and Encik Muhammad Hanizam Bin Hj. Borhan have served as Senior Independent Non-Executive Director and Independent Non-Executive Director of the Company respectively for a cumulative term of more than twelve (12) years and nine (9) years respectively.</p> <p>Shareholders' approval was sought for both Mr Ng Wah Lok and Encik Encik Muhammad Hanizam Bin Hj. Borhan for their continuance to serve as Independent Directors on the Board at the last AGM held on 20 June 2019.</p> <p>Notwithstanding Mr Ng Wah Lok and Encik Muhammad Hanizam bin Hj. Borhan extended tenure, the Board has determined that Mr Ng Wah Lok and Encik Muhammad Hanizam bin Hj. Borhan are able to carry out their duties in a fair, impartial and conscientious manner based on the following justifications:-</p> <ul style="list-style-type: none">(a) They fulfilled the criteria under the definition on Independent Director as stated in the MMLR, and therefore are able to bring independent and objective judgment to the Board.(b) They have contributed sufficient time and effort and attended all the Committee meetings and Board meetings.(c) The length of their service on the Board does not in any way interfere with their exercise of independent judgement and ability to act in the best interests of the Company.(d) They understand the Company's business operations which enable them to participate actively and contribute during deliberations or discussions at Committee meetings and Board |

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| | <p>meetings without compromising his independence and objective judgement.</p> <p>(e) They have exercised their due care during their tenure as Independent Non-Executive Directors of the Company and carried out their professional duties in the interest of the Company and shareholders.</p> |
| | <p>The Company did not apply two-tier voting for the retention of Independent Non-Executive Director beyond the 12th year in service for the financial year under review. Before the Company is able to proceed to apply two-tier voting, the Company will need to review its Constitution and seek clarification on the implementation mechanism to facilitate this process as the prescription is a variation to the usual notion of shareholders' voting rights and passing of resolutions.</p> <p>In the interim, a single tier shareholder approval will be sought for the retention of long-serving Independent Directors.</p> |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> | |
| <p>Measure :</p> | |
| <p>Timeframe :</p> | |

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 4.3 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years.

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| Application | : | Not Adopted |
| Explanation on adoption of the practice | : | |

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 4.4

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

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| Application | : Applied |
| Explanation on application of the practice | <p>The Board has adopted a Diversity Policy to set out the approach to diversity on the Board and workforce within the Group. The Board conducts regular reviews of its composition with the aim to ensure it achieves a diverse Board which is able to unearth a breadth of perspectives. In sourcing for suitable candidates, the Company takes into account the benefits of having different facets of diversity including gender, age, ethnicity, nationality, professional background, skills and experience.</p> <p>The Nomination Committee (“NC”) is responsible to lead the process for the nomination of new Board appointments and making the necessary recommendations based on the following objective criterias:-</p> <ul style="list-style-type: none">• skills, knowledge, expertise and experience;• professionalism;• character, integrity, commitment (including time commitment) and competency;• merit and against objective criteria with due regard for the benefits of boardroom diversity including gender, age, ethnicity, experience, cultural background, skill, character, integrity and competence;• in the case of candidates for the position of Independent Directors, the NC shall also evaluate the candidates’ ability to discharge such responsibilities/functions as are expected from Independent Directors; and• in considering independence, it is necessary to focus not only on a Director’s background and current activities which qualify him or her as independent but also whether the Director can act independently of management. <p>The role of the NC is detailed in its Terms of Reference, which is accessible for reference on the Company’s website at www.masteel.com.my.</p> <p>The Board is currently made up of members with a mix of skill sets, knowledge and experience (e.g. accounting, finance, manufacturing, civil, marketing, economics and business management), and age (41-63).</p> <p>The appointment of senior management is also based on a predetermined criteria of skill sets and leadership qualities, driven by their respective job descriptions. Masteel has also put in human resource programmes which seek to address the need for capable</p> |

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| | individuals at the Senior Management level, taking into account the different dimensions of diversity. | |
| Explanation for departure | : | |
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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 4.5

The board discloses in its annual report the company's policies on gender diversity, its targets and measures to meet those targets. For Large Companies, the board must have at least 30% women directors.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board is of the view that diversity on the Board enhances the decision-making capability of the Company and it improves the process of Board discussions by allowing different perspectives to be included in the decision making.</p> <p>Appointment of additional female candidates to the Board will be made when a suitable candidate who can add value to the Board is identified. The ultimate decision to appoint female candidates will be based on merit and contribution that the chosen candidate will bring to the Board.</p> <p>The Company also ensures diversity in the Management by having strong female representations at the Management which could potentially be a pipeline for future appointment as Directors or Senior Management.</p> <p>The Board composition currently comprises one (1) woman director which accounts for 12.5% of the total Board members.</p> |
| Explanation for departure | : | |
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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 4.6

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The current process with regards to the appointment of new directors to the Board is based on the recommendation of the NC.</p> <p>In searching for suitable candidates, the NC may receive suggestions from existing Board Members, Management and major shareholders. The Committee is also open to referrals from external sources available, such as industry and professional associations, as well as independent search firms.</p> <p>An annual assessment is carried out annually to review the contribution of each Director. A summary of the assessment will be presented to the NC for consideration and to develop recommendations and/or an action plan where determined necessary or desirable.</p> <p>Detailed information on the process undertaken by the NC including its process of identifying and appointing a candidate can be found in the Terms of Reference of the NC on the Company's website at www.masteel.com.my.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
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Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 4.7

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The NC is chaired by Encik Muhammad Hanizam bin Hj. Borhan, an Independent Non-Executive Director of the Company.</p> <p>The Board acknowledges that an effective recruitment and evaluation process of directors is the bedrock of a high-performing Board. The Board therefore believes that Encik Muhammad Hanizam bin Hj. Borhan, as an Independent Non-Executive Director, is the most suitable and qualified person to lead the conduct of the process in an objective manner.</p> <p>In discharging his duties as the Chairman of the NC, he undertakes to lead an annual assessment of the effectiveness of the Board and Board Committees; ensuring that the performance of the Board, Board Committees and each Director is assessed objectively and holistically; and leads the succession planning and appointment of the Board members.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
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Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 5.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out and its outcome.

For Large Companies, the board engages independent experts periodically to facilitate objective and candid board evaluations.

| | | |
|---|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board has adopted a formal and objective annual evaluation of the Board, conducted in-house under the purview of the NC and facilitated by the Company Secretaries.</p> <p>The preparation of the evaluation forms and collation of the results were facilitated by the Company Secretaries and tabled to the NC for review and discussion. After discussion by the NC, the results were then presented to the Board. The deliberation of the NC and the Board were minuted in the respective meetings.</p> <p>The scope of the assessment comprises of the following:-</p> <ul style="list-style-type: none">• The effectiveness of the Board and Board Committees in terms of composition, character, experience, integrity, competence and time commitment;• Self-assessment on mix of skills and experience;• Level of Independence of Directors; and• Review the terms of office and performance of the AC and each of its members <p>Based on the results of the assessment for the financial year ended 2019, the NC and the Board were satisfied with the outcome of the results as follow:-</p> <ul style="list-style-type: none">• The Board and the Board Committees were considered to be fully effective. The Board recognised that the AC, RC, NC and RMC have the right composition and sufficient knowledge of relevant areas. The Board also recognised that the AC, RC, NC and RMC have been effective in discharging their duties.• The qualities of individual Directors were considered strong and all Directors were found to possess the relevant qualifications, knowledge, experience and ability to understand the technical requirements, risk and management of the Company's business. All the Directors have demonstrated willingness to devote time and effort to the affairs of the Company while acting in good faith and with integrity at all times. |

| | |
|--|--|
| | <ul style="list-style-type: none"> • There is a balance in the composition and size of the Board with the Directors having a good mix of skills and experience in various fields from their diverse backgrounds and specialisation to enable the Board to lead and manage the operations of the Company effectively. • Each Independent Director has fulfilled the independence criteria set out in the MMLR of Bursa Securities and they continue to demonstrate their independence through their engagement in meetings, providing objective challenges to the Management and bringing independent judgement to decisions taken by the Board. <p>The Terms of Reference of the NC is available on the Company's website at www.masteel.com.my.</p> |
| Explanation for departure | : |
| | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | |
| Measure | : |
| Timeframe | : |

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 6.1

The board has in place policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The policies and procedures are periodically reviewed and made available on the company's website.

| | | |
|--|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board has established a remuneration policy and procedures which cover the Directors and the Senior Management.</p> <p>The remuneration policy and procedures are premised on the need to have an adequate level of remuneration to attract, retain and motivate the Directors and the Senior Management of high calibre and talent. The Board aims to ensure that the remuneration for the Directors and the Senior Management are competitive, fair and relevant, taking into consideration all relevant factors including the nature of the job, skills, experience and scope of responsibilities, KPIs in the job, contributions and performance of the incumbents.</p> <p>The RC will assist the Board in fulfilling the corporate governance responsibilities with respect to remuneration by reviewing and making appropriate recommendations to the Board on the Company's remuneration framework for the Directors and the Senior Management.</p> <p>The remuneration policy and procedures will be reviewed periodically and is available on the Company's website at www.masteel.com.my.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 6.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

| | | |
|--|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The RC comprises exclusively the following Independent Non-Executive Directors:</p> <ol style="list-style-type: none">1. Dato' Ikhwan Salim bin Dato' Haji Sujak - Chairman2. Mr Ng Wah Lok - Member3. Mr Roy Thean Chong Yew - Member <p>The RC is responsible to review and recommend the remuneration of the MD/CEO and the Executive Directors in all its forms. The RC ensures the remuneration packages are designed to attract, retain and motivate the Directors. The remuneration packages are tailored based on the criterias set out in the Directors' Remuneration Policy. The Executive Directors are prohibited from participating or in deciding their own remuneration packages.</p> <p>The RC's Terms of Reference which defines the duties, authority and composition of the Committee is periodically reviewed by the Board and is available on the Company's website at www.masteel.com.my.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 7.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

| Application | : | Applied | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------|---|-----------|----------|------------------|---------|------------------|-------|----------|----------|----------|----------|----------|----------------------------|--|--|--|--|--|---|------|--------|---|------|--------|----------------|------|-------|---|------|-------|---------------|------|-------|---|-----|-------|--------------|------|-------|---|-----|-------|--------------------------------|--|--|--|--|--|---|------|---|---|-------|-------|------------|------|---|---|------|------|---------------------|------|---|---|------|------|---------------------------------|------|---|---|------|------|
| Explanation on application of the practice | : | <p>The details of the remuneration received by the Directors for the financial year ended 31 December 2019 are set out in the Audited Financial Statements and as follows:</p> <p><u>The Group and the Company</u></p> <table border="1"> <thead> <tr> <th rowspan="2">Directors</th> <th>Fees</th> <th>Salaries</th> <th>Bonuses</th> <th>Other Allowances</th> <th>Total</th> </tr> <tr> <th>(RM'000)</th> <th>(RM'000)</th> <th>(RM'000)</th> <th>(RM'000)</th> <th>(RM'000)</th> </tr> </thead> <tbody> <tr> <td colspan="6">Executive Directors</td> </tr> <tr> <td>Dato' Sri Tai Hean Leng @ Tek Hean Leng</td> <td>19.0</td> <td>1044.4</td> <td>-</td> <td>33.8</td> <td>1097.2</td> </tr> <tr> <td>Lau Yoke Leong</td> <td>19.0</td> <td>421.8</td> <td>-</td> <td>12.4</td> <td>453.2</td> </tr> <tr> <td>Ong Teng Chun</td> <td>19.0</td> <td>294.3</td> <td>-</td> <td>5.3</td> <td>318.6</td> </tr> <tr> <td>Ng Siew Peng</td> <td>19.0</td> <td>170.6</td> <td>-</td> <td>5.3</td> <td>194.9</td> </tr> <tr> <td colspan="6">Non-Executive Directors</td> </tr> <tr> <td>Dato' Ikhwan Salim bin Dato' Haji Sujak</td> <td>19.0</td> <td>-</td> <td>-</td> <td>142.1</td> <td>161.1</td> </tr> <tr> <td>Ng Wah Lok</td> <td>19.0</td> <td>-</td> <td>-</td> <td>65.2</td> <td>84.2</td> </tr> <tr> <td>Roy Thean Chong Yew</td> <td>19.0</td> <td>-</td> <td>-</td> <td>79.4</td> <td>98.4</td> </tr> <tr> <td>Muhammad Hanizam bin Hj. Borhan</td> <td>19.0</td> <td>-</td> <td>-</td> <td>59.2</td> <td>78.2</td> </tr> </tbody> </table> <p>The disclosure is made on the listed issuer level, in accordance with paragraph 11, Part A, Appendix 9C of the MMLR of Bursa Securities. Other than the remuneration from the Company, the Directors do not receive any remuneration from any of the subsidiaries within the Group.</p> | Directors | Fees | Salaries | Bonuses | Other Allowances | Total | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) | Executive Directors | | | | | | Dato' Sri Tai Hean Leng @ Tek Hean Leng | 19.0 | 1044.4 | - | 33.8 | 1097.2 | Lau Yoke Leong | 19.0 | 421.8 | - | 12.4 | 453.2 | Ong Teng Chun | 19.0 | 294.3 | - | 5.3 | 318.6 | Ng Siew Peng | 19.0 | 170.6 | - | 5.3 | 194.9 | Non-Executive Directors | | | | | | Dato' Ikhwan Salim bin Dato' Haji Sujak | 19.0 | - | - | 142.1 | 161.1 | Ng Wah Lok | 19.0 | - | - | 65.2 | 84.2 | Roy Thean Chong Yew | 19.0 | - | - | 79.4 | 98.4 | Muhammad Hanizam bin Hj. Borhan | 19.0 | - | - | 59.2 | 78.2 |
| Directors | Fees | Salaries | | Bonuses | Other Allowances | Total | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Executive Directors | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dato' Sri Tai Hean Leng @ Tek Hean Leng | 19.0 | 1044.4 | - | 33.8 | 1097.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lau Yoke Leong | 19.0 | 421.8 | - | 12.4 | 453.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ong Teng Chun | 19.0 | 294.3 | - | 5.3 | 318.6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ng Siew Peng | 19.0 | 170.6 | - | 5.3 | 194.9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Non-Executive Directors | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dato' Ikhwan Salim bin Dato' Haji Sujak | 19.0 | - | - | 142.1 | 161.1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ng Wah Lok | 19.0 | - | - | 65.2 | 84.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roy Thean Chong Yew | 19.0 | - | - | 79.4 | 98.4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Muhammad Hanizam bin Hj. Borhan | 19.0 | - | - | 59.2 | 78.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Explanation for departure | : | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

| | | |
|--------------------|--|--|
| Measure : | | |
| Timeframe : | | |

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 7.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

| | | |
|--|---|--|
| Application | : | Departure |
| Explanation on application of the practice | : | |
| Explanation for departure | : | The Board is of the opinion that the disclosure of the Senior Management's remuneration components (salary, bonus, benefits in-kind, other emoluments) would not be in the best interest of the Group due to confidentiality and highly competitive nature of the human resource market. |
| | | The Board ensures that the remuneration of the Senior Management is commensurate with the performance of the Company, with due consideration to attracting, retaining and motivating the Senior Management to lead and run the Company successfully. Excessive remuneration payouts are not made to the senior management personnel in any instance. The total remuneration paid to the Senior Management are made available in the Notes to the Audited Financial Statement which allow stakeholders to make an appreciable link between the Company's overall remuneration structure and the Company's performance. |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 7.3 - Step Up

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

| | | |
|--|---|-------------|
| Application | : | Not Adopted |
| Explanation on adoption of the practice | : | |

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 8.1

The Chairman of the Audit Committee is not the Chairman of the board.

| | | |
|--|---|---|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board recognises the important role of the AC as part of the corporate governance process. In this regard, the Board has established an AC which comprises of three (3) Independent Non-Executive Directors to oversee the Company's financial reporting on behalf of the Board.</p> <p>The AC is chaired by Mr Roy Thean Chong Yew, whilst the Chairman of the Board is Dato' Ikhwan Salim bin Dato' Haji Sujak.</p> <p>As such, the Chairman of the AC is distinct from the Chairman of the Board and having the two (2) chairman's position assumed by different individuals allows the Board to objectively review the AC's findings and recommendations.</p> <p>Mr Roy Thean possesses more than 24 years of working experience in local and international professional services firms. He holds the following qualifications:</p> <ul style="list-style-type: none">• Member of the Malaysian Institute of Certified Public Accountants ("MICPA");• Malaysian Institute of Accountants ("MIA"); and• Chartered Member of Institute of Internal Auditors of Malaysia ("CMIIA"). <p>His full profile is available on the Company's website at www.masteel.com.my and on page 12 of the Annual Report.</p> <p>The duties and responsibilities of the Chairman of the AC are outlined in the Terms of Reference of the AC, which is also available on the Company's website at www.masteel.com.my.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |

| | | |
|--------------------|--|--|
| Timeframe : | | |
|--------------------|--|--|

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 8.2

The Audit Committee has a policy that requires a former key audit partner to observe a cooling-off period of at least two years before being appointed as a member of the Audit Committee.

| | | |
|--|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Terms of Reference of the AC requires a former key audit partner to observe a cooling-off period of at least two (2) years before being appointed as a member of the AC.</p> <p>This is to ensure that the independence of the audit process is safeguarded from the potential threats and conflicts which may arise when a former key audit partner joins the Company.</p> <p>To date, the Company has not appointed any former key audit partner as Director of the Company.</p> <p>The Terms of Reference of the AC is available on the Company's website at www.masteel.com.my.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 8.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor.

| | | |
|---|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The AC is responsible for assessing the capabilities and independence of the external auditors and to make subsequent recommendations to the Board on the appointment, re-appointment or termination of the external auditors.</p> <p>In safeguarding and supporting external auditors' independence and objectivity, the Company has established an External Auditors Assessment Policy to spell out the selection process of new external auditors, criterias for the annual assessment on the performance of external auditors, basic principles on the prohibition of non-audit services and the approval processes for the provision of non-audit services.</p> <p>The Board has determined that the provision of non-audit service contracts which cannot be entered into with the external auditors include management consulting, strategic decision, internal audit and policy and standard operating procedures documentation. The external auditors can be engaged to perform non-audit services provided such services do not impair, or appear to impair the auditors' independence and objectivity.</p> <p>The AC had undertaken an annual assessment on the performance, suitability and independence of the external auditors based on the following areas:-</p> <ul style="list-style-type: none">•Calibre of the external auditors•Quality Processes and Performance•Audit Team•Independence, Objectivity and Professionalism•Audit Scope and Planning•Audit Fees•Audit Communications <p>Based on the assessment results, the AC was satisfied with the suitability of the external auditors, namely Messrs RSM Malaysia ("RSM") and recognised that the provision of non-audit services by RSM for the financial year ended 31 December 2019 did not in any way impair their objectivity and independences as the external auditors of the Company.</p> |

| | | |
|--|---|--|
| | During the financial year, the AC has also met with the external auditors twice in the absence of the Management. | |
| Explanation for departure | : | |
| | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 8.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

| | | |
|--|---|--|
| Application | : | Adopted |
| Explanation on adoption of the practice | : | <p>The AC comprises solely of Independent Non-Executive Directors, namely Mr Roy Thean Chong Yew (Chairman), Mr Ng Wah Lok and Encik Muhammad Hanizam bin Hj. Borhan.</p> <p>The Board firmly believes the AC would be able to provide impartial and unbiased views along with the relevant check and balances on matters relating to audit of the Company with its current composition.</p> |

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 8.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

| | | |
|--|---|---|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The AC assists the Board in the effective discharge of its responsibilities in the area of financial reporting of the Group, possess a wide range of skills and the requisite financial literacy to discharge its duties effectively.</p> <p>Mr Roy Thean Chong Yew, Chairman of the AC, is an accountant by profession and a member of MIA, MICPA and CMIIA, and thus, fulfilling the requirement of Paragraph 15.09(1)(c) of the MMLR of Bursa Securities which calls for one (1) member of the AC to be a member of a professional accountancy body.</p> <p>Through the NC, the Board reviews the terms of office of the AC and assesses the performance of the AC annually.</p> <p>All members of the AC have undertaken continuous professional development to keep themselves abreast of the relevant developments in accounting and auditing standards, practices and rules. During the reporting year, the AC members had attended numerous training courses. During the reporting year, the AC members had attended numerous training courses. Details of their trainings can be seen on page 35 of the Annual Report 2019.</p> <p>During the meetings of the AC, the members were briefed by the external auditors on the Financial Reporting developments, adoption of Malaysian Financial Reporting Standards and other changes in regulatory environment.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |

| | | |
|--------------------|--|--|
| Measure : | | |
| Timeframe : | | |

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 9.1

The board should establish an effective risk management and internal control framework.

| | | |
|--|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board affirms the overall responsibilities in the risk governance and overseeing of the Company's strategic risk management and internal control framework. The Board has set in place the necessary process to identify, evaluate and manage the significant risks that may impact the business objectives of the Company.</p> <p>RCA Corporate Services Sdn Bhd ("RCA"), the external risk consultant, was appointed to review the risk management of the Company to ensure proper management of identified/probable weaknesses during the financial year ended 31 December 2019.</p> <p>The Board is assisted by the AC and RMC in overseeing the adequacy and effectiveness of the Company's risk management and internal control processes.</p> <p>The Board receives regular reports from the Chairman of the RMC in relation to the potential risks identified, impact of the risks and mitigation of the key risks. Any major changes to risks together with the appropriate actions and/or strategies to be taken, will be brought to the attention of the Board by the Chairman of the RMC.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 9.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

| | | |
|--|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The RMC assists the Board in establishing a sound risk management and internal control framework. The RMC also assists the Board to assume the overall responsibility for overseeing the risk management of the Group and approving the appropriate risk management procedures and measurement methodologies across the Group.</p> <p>With the assistance of an external consultant, an ERM Approach based on an internal recognised risk management framework has been adopted by the Company in year 2016 to develop an effective and sound Risk Management Framework. The Risk Management plan has been implemented and is followed by bi-annual reviews and updates by the Internal Risk Officer.</p> <p>The RMC reviews the Group's risk profile, risk appetite and risk tolerance, so as to safeguard the shareholders' investments and the Group's assets. During the financial year ended 31 December 2019, RCA was appointed to conduct a follow up review on risk management and to update on the Risk Management Framework of the Company. The findings on the risks, impact and mitigation method were then presented to the Board on 21 November 2019.</p> <p>The Board has further received an assurance from the MD/CEO and the Chief Financial Officer of the Company that the Group's risk management and internal control system are operating adequately and effectively.</p> <p>Further details are contained in the Statement of Risk Management and Internal Control which is on page 46 to page 47 of the Company's Annual Report.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |

| | | |
|--------------------|--|--|
| Measure : | | |
| Timeframe : | | |

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 9.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

| | | | | |
|--|---|---|--|-------------------|
| Application | : | Adopted | | |
| Explanation on adoption of the practice | : | The RMC comprises of the following three (3) members as follows, a majority of whom are Independent Non-Executive Directors:- | | |
| | | No. | Name | Membership |
| | | 1. | Mr Ng Wah Lok <i>(Senior Independent Non-Executive Director)</i> | Chairman |
| | | 2. | Encik Muhammad Hanizam bin Hj. Borhan <i>(Independent Non-Executive Director)</i> | Member |
| 3. | Mr Ong Teng Chun <i>(Executive Director)</i> | Member | | |

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 10.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

| | | |
|---|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Company has established an Internal Audit Department (“IAD”) which is independent from the operations of the respective operating units. The Head of the IAD reports directly to the AC and their performance is reviewed by the AC on an annual basis.</p> <p>The IAD provides independent and reasonable assurance, as well as advisory services to add value and improve the operations of the Group. The internal audit reports are presented together with the Management’s response and proposed action plans to the AC quarterly. The Head of the IAD follows up on the status of internal findings and ensures that all necessary actions are taken within the required timeframe.</p> <p>The IAD of the Company is responsible for the following tasks:-</p> <ul style="list-style-type: none"> • Independent review of key business processes to identify and evaluate the significant operational, financial and compliance risks; • Monitor and review the action plans taken by the Management based on the recommendation of the IAD; and • Highlight the weaknesses of the internal control processes and ensure prompt action is taken by the Management to address the weaknesses. <p>A summary of the activities undertaken by the IAD for the financial year ended 31 December 2019 is set out in the AC Report on page 45 of the Annual Report 2019.</p> |
| Explanation for departure | : | |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 10.2

The board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

| | | |
|--|---|---|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Company has established an IAD which is presently headed by Mr Fung Kar Lok. Mr Fung is an associate member of the Institute of Internal Auditors Malaysia (“IIAM”), and is currently pursuing to qualify as a Certified Internal Auditor under IIAM.</p> <p>The IAD has three (3) personnels comprising of the Head of Internal Audit and two (2) audit assistants. All personnels are free from any relationships or conflicts of interest, which could impair their objectivity and independence during the course of their work.</p> <p>All internal audit work carried out is guided by the IIA’s International Professional Practices Framework (IPPF).</p> <p>The AC had in February 2019 conducted an annual assessment on the performance of the IAD. The AC was satisfied that the IAD has discharged their responsibilities in a commendable manner, performed competently, functioning effectively and have received sufficient resources and adequate authority in order to carry out their work.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 11.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

| | | |
|---|---|---|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board recognizes the importance of maintaining transparency and accountability to its shareholders as a key element of good corporate governance and thus, maintains a high level of disclosure and communication with its shareholders, stakeholders and the public in general through timely disclosure to Bursa Securities and to the press.</p> <p>The Board has put in place a Corporate Disclosure Policy and Procedure to ensure compliance with the disclosure requirements as stipulated in the MMLR of Bursa Securities and also to set out the persons authorised and responsible to approve and disclose material information to shareholders and stakeholders.</p> <p>The Board has identified Mr Ng Wah Lok, the Senior Independent Non-Executive Director, to address any valid and appropriate issues raised by shareholders, via his email address at nwl@masteel.com.my.</p> <p>The Group leverages on a number of formal channels for effective dissemination of information to shareholders and other stakeholders, particularly through the Annual Report, announcements to Bursa Securities, media releases, quarterly results analysts' briefing, AGM, and the Company's website at www.masteel.com.my.</p> <p>Apart from the mandatory public announcements through Bursa Securities, the Company's website, www.masteel.com.my is accessible by the public at large to obtain information on the Company's press releases, corporate information, operational activities and financial performance.</p> <p>The MD/CEO and the Senior Management will meet with analysts, institutional shareholders and investors on an ad-hoc basis.</p> <p>Masteel is also of the view that the AGM is an important opportunity to meet shareholders and address their concerns. During the AGM, the Chairman will provide a brief overview of the Group's annual operating and financial performance, followed by a Questions and Answers session during which the Chairman encourages shareholders' active participation, including clarifying and questioning the Group's strategic direction, business operations, performance and proposed resolutions. The Chairman, and the other members of the Board together with the</p> |

| | | |
|--|--|--|
| | Management and the Company's external auditors are available to respond to queries from shareholders at the AGM. | |
| Explanation for departure | : | |
| | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 11.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

| | | | |
|--|---|---|--|
| Application | : | Departure | |
| Explanation on application of the practice | : | | |
| Explanation for departure | : | As at the reporting date, the Company does not fall under the category of "Large Companies" as defined in the Malaysian Code on Corporate Governance. Hence, such requirement is not applicable at this juncture. | |
| | | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| Measure | : | | |
| Timeframe | : | | |

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 12.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

| | | |
|--|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board recognises the AGM as a platform for direct and meaningful communication between the Board and the Company's shareholders.</p> <p>The notice of the previous AGM in 2019 was dispatched individually to shareholders at least twenty eight (28) days before the AGM date. This goes above and beyond Section 316(2) of the CA and paragraph 7.15 of MMLR of Bursa Securities which calls for a 21-days' notice period for public companies or listed issuers respectively. The additional time given to shareholders allows them to make the necessary arrangements to attend and participate in person, through corporate representatives, proxies or attorneys. In addition, the shareholders are accorded with sufficient time to consider the resolutions that will be discussed and decided upon at the AGM.</p> <p>The notice for the AGM outlines the resolutions to be tabled during the meeting and is accompanied with explanatory notes and background information where applicable to shed clarity on the matters that will be decided at the AGM.</p> <p>In order to achieve the widest possible dissemination, the notice of AGM is also circulated in a nationally circulated newspaper alongside with an announcement on the website of Bursa Securities and further uploaded on the Company's website at www.masteel.com.my.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 12.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

| | | |
|--|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board including the Chair of all the respective Board Committees attended the previous AGM to engage directly with shareholders and was accountable for their stewardship of the Company.</p> <p>The Chairman of the Board encourages shareholders' active participation during AGMs and other general meetings by giving sufficient time to the floor during the Questions and Answers session.</p> <p>The outcome of all resolutions proposed at the previous AGM was announced to Bursa Securities at the end of the meeting day while the key matters discussed at the previous AGM were published on the Company's website as soon as practicable after the conclusion of the AGM.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 12.3

Listed companies with a large number of shareholders or which have meetings in remote locations should leverage technology to facilitate–

- including voting in absentia; and
- remote shareholders' participation at General Meetings.

| | | |
|--|---|---|
| Application | : | Departure |
| Explanation on application of the practice | : | |
| Explanation for departure | : | <p>The Board recognises general meetings as a key platform for shareholders to exercise their rights and have their “voices” heard through the votes cast by them. In accordance with Paragraph 8.29A(1) of the MMLR of Bursa Securities, all resolutions put to vote will be carried out by poll voting. The Board has always seen good shareholder participation in its previous general meetings and the Board has given foremost consideration to the location of its general meetings to ensure it is easy to reach or easily accessible to shareholders.</p> <p>However, voting in absentia using technological means and remote participation by shareholders at the previous AGM was not available as the Company would like to allow for an advocacy period in assessing the cost and benefits of this undertaking.</p> <p>The previous AGM of the Company was held at an easily accessible location at the Grand BlueWave Hotel Shah Alam, where there is ample parking space, is familiar to our shareholders and is near to the Shah Alam Commuter Station.</p> <p>The shareholders can vote in person or appoint a proxy to attend, participate, speak and vote of his/her behalf. Voting at the AGM is by poll and the Company utilises an electronic voting system to expedite the voting and facilitate the tabulation process in a seamless manner.</p> <p>An independent scrutineer was appointed to validate the votes cast at the previous AGM.</p> |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

**SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT
CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

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