

Masteel

MALAYSIA STEEL WORKS (KL) BHD
197101000213 (7878-V)

BOARD CHARTER

Foreword

The Malaysian Code on Corporate Governance 2021 (“MCCG”) is based on three (3) key principles of good corporate governance namely (i) board leadership and effectiveness; (ii) effective audit and risk management; and (iii) integrity in corporate reporting and meaningful relationship with stakeholders. As listed companies are not a homogeneous group, it is necessary to provide flexibility and proportionality in the application of certain best practices.

This Board Charter incorporates the Principles and Practices of the MCCG, as considered appropriate, Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Listing Requirements”) on corporate governance, certain aspects of the Company’s Constitution and relevant portions of the Companies Act 2016 in so far as the duties and responsibilities of Directors are concerned.

This Board Charter is established to promote high standards of corporate governance and is designed to provide guidance and clarity for Directors and management with regard to the role of the Board and its committees. This Board Charter does not overrule or pre-empt the statutory requirements and other relevant statutes. This Board Charter shall form an integral part of each Director’s duties and responsibilities. To the extent of any conflict between the terms of this Board Charter and the Company’s Constitution, the Constitution prevails.

Glossary

“Board” means the board of directors of the Company.

“Bursa Securities” means Bursa Malaysia Securities Berhad.

“Business” means the business of the Group.

“Chairman” means the chairman of the Board and is used in a gender-neutral sense.

“Company” or “Masteel” means Malaysia Steel Works (KL) Bhd.

“Company Secretary” means the Board secretary(ies) or the person(s) normally exercising the functions of a Board secretary.

“Director” means directors of the Company which includes executive directors, non-executive directors, independent directors, alternate director, substitute director and a person in accordance with whose directions and instructions the directors are accustomed to act.

“Group” means the Company and its subsidiaries.

“Independent Director” is defined in accordance to Paragraph 1.01 of the Listing Requirements.

“Listing Requirements” means the Main Market Listing Requirements of Bursa Securities.

“Management” means the management personnel of the Company.

“MD/CEO” means the Managing Director/Chief Executive Officer of the Company.

1. Objectives of the Board

The Board is accountable to shareholders and is responsible for the stewardship of the Group's Business and affairs. The Board shall seek to ensure that the Business objectives of the Group are aligned with the expectations of shareholders with a view to enhancing long-term sustainable business growth and the protection and enhancement of shareholders' value.

The Board has to warrant that the operations of the Group are being effectively managed in a manner that is properly focussed on those Business objectives, conforming to regulatory and ethical requirements as well as maintaining high standards of transparency, accountability and governance.

2. Role of the Board

Shareholders elect the Board to oversee management and to ensure that shareholder long-term interests are served. Through oversight, review and counsel, the Board establishes and promotes the Company's business and organisational objectives, provides leadership to the Company, oversees business affairs and integrity, works with management to determine the Company's mission and long-term strategy.

The Board has delegated certain responsibilities to committees which operate in accordance with the Charter approved by the Board and delegated the day-to-day management of the Business of the Group to Management and MD/CEO.

The Board shall reserve a formal schedule of matters for its decision to ensure that the direction and control of the Group is firmly in its hands. The matters listed in **Appendix A** are reserved for the collective decision of the Board.

The Board should, among others undertake the following:-

- (i) Strategic planning – to review and approve strategies, business plans and key policies for the Group and monitor Management's performance in implementing them to determine whether the business is being properly managed;
- (ii) Corporate goal – to set corporate values and clear lines of responsibility and accountability, including governance systems and processes that are communicated throughout the Group;
- (iii) Compliance with regulation – to ensure full compliance and to carry out the duties of the Board in accordance with the relevant provisions of the Listing Requirements, the Capital Markets and Services Act 2007, the Companies Act 2016, the MCCG and all applicable laws, regulations and guidelines;
- (iv) Independent and transparent – to ensure that there shall be unrestricted access to independent advice or expert advice at the Company's expense in furtherance of the Board's duties;

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- (v) Code of Conduct – to formalise the ethical standards through a code of conduct which will be applicable throughout the Group and ensure compliance to this code of conduct;
 - (vi) Succession planning – to ensure that Management has the necessary skills and experience, has and there is a proper and robust succession plan for its Management and Executive Directors in place. Succession planning refers to the process of selecting, training, appointing, monitoring, evaluating and if warranted, replacing any management to ensure succession;
 - (vii) Management proposals – to review, challenge and decide on Management’s proposals for the Group, and monitor its implementation by Management;
 - (viii) Judgmental timing – to ensure that the Board has adequate procedures in place to receive reports from Management periodically and / or on a timely manner, so that the Board has reasonable grounds to make proper judgment on financial matters and business prospects of the Group on an ongoing basis;
 - (ix) Financial and non-financial reporting – to ensure all its directors are able to understand financial statements and form a view of the information presented, and to ensure the integrity of the Group’s financial and non-financial reporting. Each director shall read the financial statement of the group and carefully consider whether what they disclose is consistent with the director’s own knowledge of the Group’s affairs;
 - (x) Related party management – to establish procedures to assess any related party transactions or conflict of interest situations that may arise within the company or Group, including any transaction, procedure or course of conduct that raises questions of management integrity;
 - (xi) Board committee – to establish and ensure the effective functioning and monitoring of the Board Committees then to delegate appropriate authority and Terms of Reference to such committees established by the Board;
 - (xii) Board balance – to strive to achieve an optimum balance and dynamic mix of competent and diverse skill sets amongst the members of the Board;
 - (xiii) Governance culture – together with Management, promote good corporate governance culture within the Group which reinforces ethical, prudent and professional behaviour;
 - (xiv) Governance of sustainability – together with Management, takes responsibility for the governance of sustainability in the Group including setting the Group’s sustainability strategies, priorities and targets; and
 - (xv) Stakeholder communication – to ensure that the Group has in place procedures to enable effective communication with stakeholders.

The Board will direct and supervise the Management, the business and affairs of the Group including, in particular:-

- (i) Sustainability matters – to review and adopt strategic management of material sustainability matters for the long-term value creation and includes strategies on economic, environment and social considerations;
- (ii) Performance management – to establish policies for strengthening the performance of the Group including ensuring that the Management is proactively seeking to build the business through innovation, initiative, technology, new products and the development of its business capital;
- (iii) Risk management – to identify principal risks, set the risk appetite within which the Board expects the Management to operate and ensure the implementation of appropriate systems to manage the significant financial and non-financial risks and to ensure there is a sound framework for internal controls and risk management;
- (iv) Internal audit – to establish an internal audit function to obtain assurance of regular review and / or appraisal of the effectiveness of the system of internal controls within the company and Group. The Board should explain in summary the means that exist for obtaining such assurance of regular review and / or appraisal;
- (v) Internal control – to review the adequacy and integrity of the Group’s internal control system and management information systems, including systems for complying with applicable laws, regulations, rules, directives and guidelines;
- (vi) Debt repayment capacity – to decide on whatever steps necessary to protect the Company’s and Group’s financial position and the ability to generate cash flow to meet its debts and other obligations when they fall due, and ensuring that such steps are taken; and
- (vii) Law and regulations – to ensure that the operations of the Company are conducted prudently and within the framework of relevant laws and regulations.

3. Board Structure

3.1 Board Balance and Composition

The Board should be of a size and composition with the benefit of diversity in experience, cultural backgrounds, age, gender, perspectives and skills that is conducive to effective decision making and effective discharge of its roles and responsibilities for the benefit of the Group and its Business.

In accordance with Paragraph 15.02 of the Listing Requirements, the number of Independent Directors should make up of at least two (2) or one-third (1/3), whichever is higher, of the Board and one (1) Director on the Board is a woman. If the number of Directors is not three (3) or multiple of three (3), then the number nearest to one-third (1/3) shall comprise of Independent Directors. In the event of any vacancy in the Board, resulting in non-compliance with this requirement, the Company must

ensure that the vacancy is filled within three (3) months. To foster greater objectivity in the boardroom, and in line with the Practice 5.2 of MCCG 2021 at least half of the Board shall comprise Independent Directors.

The appointment of a new member to the Board is only made after consultation with the Nomination Committee and it is of the essence of the Board to ensure a high level of professional skills and appropriate personal qualities are pre-requisites for such nominee. Further, 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 variety of independent sources to identify suitably qualified candidates. All Directors must be of legal age and sound mind and not disqualified under the statutes to act as Director.

The criteria for the recruitment or appointment (including re-election/ re-appointment) of Director is guided by fit and proper assessment by the Nomination Committee based on the Terms of Reference of the Nomination Committee.

The Board also recognises the importance of having a clearly accepted division of power and responsibilities at the head of the Company to ensure a balance of power and authority. It is the policy of the Board to keep the roles of the Chairman and the MD/CEO separate.

The Board recognises the significant representation by Directors who are capable and willing to make Business decisions and judgement in the best interest of the Group and free from influences which would give rise to a conflict of interest with that duty and are also independent of the Management. The Board decision making process should be independent and objective. In exercising Directors' power, they must exhibit certain level of skill as may reasonably be expected from a person with relevant knowledge and experience. They must also exercise a degree of care in their actions and act bona fide in the interest of the Company.

The Board recognises the need for an appropriate balance between executive Directors who possess extensive direct experience and expertise in the core Business activities and day-to-day operations of the Group, and non-executive Directors who have outstanding track records and reputation, and who are able to bring to the Board a broad range of general commercial expertise and experience.

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 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.

Each appointed Board member shall hold office until the earlier of:-

- (a) such time as the Board determines to terminate his/her appointment or;
- (b) the Board member ceases to be a member of the Board.

A Director should inform the Board's Chairman before he/she accepts any new directorships in public listed companies or other companies, which may give rise to a potential conflict of interest or Director not to have sufficient time to attend to his role and responsibility as member of the Board. In such event, the Director must decide to elect which directorship he is to keep. Each Board member must not hold directorships at more than five (5) listed issuers.

All Directors shall disclose and declare the nature and extent of any conflict of interest or potential conflict of interest including interest in any competing business, that they have with the Group.

3.2 Role of the Chairman

The Chairman carries out a leadership role in the conduct of the Board and its relations with the shareholders and other stakeholders. The Chairman is primarily responsible for:

- providing leadership for the Board so that the Board can perform its responsibility effectively;
- ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole;
- ensuring the general meetings support meaningful engagement between the Board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the Company's financial and non-financial performance as well as the Company's long-term strategies;
- representing the Board to shareholders and to chair and to ensure the efficient organisation and conduct of the Board and/or meeting of the shareholders;
- setting the board agenda and ensuring the provision of accurate, timely, complete and accurate information to Directors;
- encouraging active participation and allowing dissenting views to be freely expressed;
- managing the interface between the board and Management;
- leading the board in establishing and monitoring good corporate governance practices in the Company;
- maintaining regular dialogue with the MD/CEO over all operational matters and consulting with the remainder of the Board promptly over any matters that give 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 take 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 Board actions with respect to organisational 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.

The Chairman of the Board shall not be a member of the Audit Committee, Nomination Committee and Remuneration Committee.

3.3 Role of the MD/CEO

The position of the MD/CEO in essence is to ensure the effective implementation of the Group's Business Plan and policies established by the Board as well as to manage the daily conduct of the business and affairs to ensure its smooth operation.

The MD/CEO, in association with the Chairman, is accountable to the Board for the achievement of the Group's mission, goals and objectives.

The MD/CEO is responsible to the Board for the following:

- executive management of the Group's Business covering, inter alia, the development of a strategic plan; an annual operating plan and budget; performance benchmarks to gauge management performance and the analysis of management reports;
- developing long-term strategic and short-term profit plans, designed to ensure that the Group's requirements for growth, profitability and return on capital are achieved;
- directing and controlling all aspects of the business operations in a cost-effective manner;
- effectively oversee the human resources of the Group with respect to key positions in the Group's hierarchy and recruitment of senior management staff, determination of remuneration as well as terms and conditions of employment for senior management and issues pertaining to discipline;

- ensures that the Group's Financial Reports present a true and fair view of the Group's financial condition and operational results and are in accordance with the relevant accounting standards;
- assures the Group's corporate identity, products and services are of high standards and are reflective of the market environment;
- ensures compliance with governmental procedures and regulations;
- maintains and facilitates a positive working environment and good employee relations;
- coordinates business plans with the business' heads, coordinates management issues through the Board, and oversees divisional function groups and cost containment process in consultation with the Chief Financial Officer; and
- assists the Chairman in organising information necessary for the Board to deal with the agenda and for providing this information to Directors on a timely basis.

3.4 Role of Individual Directors

The principal roles of individual Directors include, amongst others:

- review and adopt a successful, profitable and sustainable strategic plan for the Company;
- oversee the conduct of the company's business to evaluate whether the business is being properly managed;
- succession planning, including appointing, training, fixing the compensation of and, where appropriate, replacing senior management;
- develop and implement an investor relations programme or shareholder communication policy for the Company;
- review the adequacy and the integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
- direct the management of the business and affairs of the Group;
- attend substantially all the meetings of the Board and substantially all the meetings of each Committee on which the Director serves;
- review all materials provided by the Company relating to matters to be considered before attending meetings of the Board or Committees; and

- to read the financial statements of the Company and carefully consider whether what they disclose is consistent with the director's own knowledge of the Company's affairs.

3.5 Role of Independent Director

Independent Directors are those who have no direct or indirect pecuniary interest in the Company other than the remuneration for their services as members of the Board of Directors and Board committees of the Company and the Group as defined under Paragraph 1.01 of the Listing Requirements.

The role of Independent Directors is to constructively challenge and help develop proposals on strategy including, inter alia:

- to make an independent assessment of the information, reports or statements, having regard to the Directors' knowledge, experience and competence, to provide an independent view and demonstrate objectivity in reviewing and challenging the management's proposals at meetings;
- where executive directors form part of the Board, the non-executive directors are encouraged to meet among themselves at least annually to discuss among others strategic, governance and operational issues, if necessary;
- to bring impartiality and scrutiny to Board's deliberations and decision making and also serve to stimulate and constructively challenge the Management in an objective manner;
- to devote sufficient time to update their knowledge and enhance their skills through appropriate continuing education programmes, so as to keep abreast of industry issues, market development and trend, and enable them to sustain their active participation in board deliberations; and
- act as a channel of communication between Management, shareholders and other stakeholders, and provide the relevant checks and balances, focusing on shareholders' and other stakeholders' interests and ensuring that high standards of corporate governance are applied.

3.6 Role of Senior Independent Director

The Board may appoint a Senior Independent Director to whom shareholders' concerns can be conveyed if there are reasons that contact through the normal channels of the Chairman or the MD/CEO have failed to resolve them.

The role of Senior Independent Director include, amongst others:

- act as a sound board for the Chairman;

- ensure all independent directors have the opportunity to input on the agenda, and advise the Chairman on the quality, quantity and timeliness of the information submitted by management that is necessary or appropriate for the independent directors to perform their duties effectively;
- consult the Chairman regarding board meeting schedules to ensure the independent directors can perform their duties responsibly and with sufficient time for discussion of all agenda items; and
- serve as the principal conduit between the Independent Directors and the Chairman on sensitive issues.
- serve as a designated contact for consultation and direct communication with shareholders on areas that cannot be resolved through the normal channels of contact with the Chairman or MD/CEO.

3.7 Tenure of Directors

Pursuant to Clause 96 of the Constitution of the Company, one-third (1/3) of the Directors shall retire from office at every Annual General Meeting (“AGM”). If the number of Directors is not three (3) or multiple of three (3), then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election provided always that all Directors must retire once at least once every three (3) years but shall be eligible for re-election.

The Board shall undertake an assessment of its Directors annually. When the tenure of an Independent Director is reaching the cumulative terms of nine (9) years, he/she may continue to serve on the Board as a non-independent director. In the event the Board intends to retain an Independent Director beyond nine (9) years, the Board shall justify and seek annual shareholders’ approval.

The Board will undertake a rigorous review to determine whether the “independence” of the director has been impaired to justify retaining an Independent Director beyond the cumulative term limit of nine (9) years. Findings from the review shall be disclosed to the shareholders for them to make an informed decision.

Notwithstanding the above, the tenure of an Independent Director should not exceed a cumulative term of twelve (12) years.

3.8 Company Secretary

The appointment and removal of the Company Secretary is a matter for the Board as a whole. The Board recognises the fact that the Company Secretary should be suitably qualified, competent and capable of carrying out the duties required of the post.

The key role of the Company Secretary is to provide unhindered advice and services for the Directors, as and when the need arises, to enhance the effective functioning of the Board and to ensure regulatory compliance.

Other primary responsibilities of the Company Secretary shall include:

- preparing agendas of Board and Board committee meetings in consultation with the respective Chairman;
- ensuring that Board procedures and applicable rules are observed;
- preparing comprehensive minutes to document meeting proceedings and ensuring conclusions are accurately recorded;
- assisting the communications between the Board and Management; advise the board on its roles and responsibilities;
- facilitate the orientation of new directors and assist in director training and development;
- advise the board on corporate disclosures and compliance with company and securities regulations and listing requirements;
- manage processes pertaining to the annual shareholder meeting;
- monitor corporate governance developments and assist the board in applying governance practices to meet the board's needs and stakeholders' expectations;
- serve as a focal point for stakeholders' communication and engagement on corporate governance issues; and
- providing full access and services to the Board and carrying out other functions deemed appropriate by the Board from time to time.

3.9 Board Committees

The Board reserves the right to establish Committees from time to time in the discharge of its duties and responsibilities. The Chairman of the respective Committees reports to the Board on the outcome of the Committee meetings and such reports or minutes will be included in the Board papers.

The existence of the Board Committees does not diminish the Board's responsibilities for the affairs of the Group where the delegation of power shall be subjected to the approved terms of references and are in accordance with this Charter, as the ultimate responsibility for final decision on all matters lies with the Board.

The Board shall establish the policy of Board Committees to assist the Board in carrying out its duties:

- **Audit Committee**

Audit Committee assists in fulfilling the Board’s stewardship accountability to its Shareholders and financial stakeholders. The Audit Committee shall provide assurance to the Board with quality and reliable financial information and are responsible for the accuracy and integrity of the Group’s financial reporting.

Audit Committee shall review related party transactions and conflict of interest situations that arose, persist or may arise within the Group including any transaction, procedure or course of conduct that raises questions of management integrity and the measures taken to resolve, eliminate or mitigate such conflicts.

- **Nomination Committee**

The Nomination Committee oversees matters relating to the nomination of new Directors, annually reviews the required mix of skills, experience and other requisite qualities of Directors as well as the annual assessment of the effectiveness of the Board as a whole, its Committees and the contribution of each individual Director as well as identify candidates to fill board vacancies, and nominating them for approval by the Board.

- **Remuneration Committee**

The Remuneration Committee is primarily responsible for recommending to the Board the remuneration of Executive Directors and Non-Executive Directors in all its forms, drawing from outside advice if necessary.

- **Risk Management Committee**

The Risk Management Committee is primarily responsible for reviewing the effectiveness of the Group’s risk management activities and ensuring the implementation of appropriate internal controls and mitigation measures. The Risk Management Committee also sets the risk appetite of the Group as well as ensures that appropriate risk management processes are in place and applied.

3.10 Investor Relations and Shareholders’ Communication

The Board shall maintain an effective communications policy that enables both the Board and Management to communicate effectively with its shareholders, stakeholders and the general public.

It is the role of the Board to ensure that the AGM and/or Extraordinary General Meeting (“EGM”) of the Company are conducted in an efficient manner and serves as a crucial mechanism in shareholder communications. All the Directors shall attend the AGM and/or EGM unless with valid justifications for non-attendance.

Key ingredients behind this include the supply of comprehensive and timely information to shareholders and the encouragement of active participation at the AGM and/or EGM.

The Board will focus its efforts on the following best practices to enhance the effectiveness of the General Meeting:

- ensure the conduct of a virtual general meeting (fully virtual or hybrid) supports meaningful engagement between the Board, senior management and shareholders by having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders;
- ensure that each item of special business included in the notice is accompanied by a full explanation of the effects of the proposed resolution;
- inform shareholders of their rights to demand for a poll vote at the commencement of general meetings subject to the Company's Constitution;
- for election of Directors, ensures that the notice of meeting states which Directors are standing for election with a brief description to include matters such as age, gender, working experience and any conflict of interest as well as directorship in other companies;
- ensure that the Chairman provides reasonable time for discussion at the meeting. Where appropriate and if required, the Chairman will also undertake to provide written answer to any significant question which cannot be answered immediately; and
- conduct a business presentation with a question-and-answer session, where appropriate and if required.

The MD/CEO shall take responsibility for addressing queries from Shareholders, stakeholders and analysts. In the performance of this responsibility, the MD/CEO shall be mindful of the regulatory requirements pertaining to price-sensitive information.

The Board ensures the timely release of financial results on a quarterly basis to provide shareholders and analysts with an overview of the Group's performance and operations in addition to the various announcements made during the year.

The Group's website, <http://masteel.com.my/>, provides easy access to corporate information pertaining to the Group and its activities and is continuously updated.

4. Board Processes

Board Meetings shall be conducted in a business-like manner where all Directors are encouraged to share their views and partake in discussions. No one person should dominate the discussion. The Chairman, assisted by the Company Secretary, shall play a mediator's role to maintain the order of the proceedings in a constructive, productive and effective manner.

- **Frequency**

The Board should meet regularly, at least on a quarterly basis. Special Board meetings should be held in addition to the quarterly meetings as and when required. Prior notice of meetings will be given to all who are required to attend the meetings.

Board members are required to attend the Board meetings and attendance of each individual Director in the meetings held in a financial year is required to be disclosed in the Annual Report. Other senior officers may be invited to attend for particular items within their responsibility. The Board may also invite external parties such as the auditors, solicitors and consultants as and when the need arises.

Additional formal business is dealt with as required, whether by physical, videoconferencing or telephonic meetings, as well other electronic meetings allowed under the laws or the Company's constitution documents. All resolutions, attendance, transactions, quorums and votes obtained through electronic means shall be deemed valid and effective unless it contravenes the requirements of relevant statutes and regulations.

All meetings of the Board will be conducted in accordance with the constitution of the Company and applicable laws.

- **Agenda and Meeting Papers**

The notice of a Directors' meeting should be given in writing at least seven (7) days prior to the meeting.

A well-prepared board agenda will enhance the Board's productivity and strengthen its strategic and supervisory role. The Chairman, in conjunction with the executive Director(s) and the Company Secretary, shall undertake the primary responsibility for preparing the Board's agenda. The agenda shall include, amongst others, matters specifically reserved for the Board's decision.

As a matter of best practice and to allow ample time for Directors to consider the relevant information, Board papers and agenda items are to be circulated at least five (5) business days prior to the meeting or such other period as deemed appropriate by the Board. It is recommended that where there is a need to table a report, a brief listing of findings and/or recommendations is prepared.

- **Minutes**

The Board shall record its deliberation, in terms of the issues discussed, and the conclusions thereof in discharging its duties and responsibilities. The minutes shall state the Director's abstention from participating in dealing with issues or objection to any particular issue, where relevant.

- **Access to Information and Independent Professional Advice**

All Directors (executive and non-executive) have the same right of access to all information within the Group whether as a full board or in their individual capacity, in furtherance of their duties and responsibilities as Directors of the Company, subject to a formal written request to the Chairman furnishing satisfactory and explicit justification for such request.

All Directors should have access to the advice and services of the Company Secretary. The Board should recognise that the Chairman is entitled to the strong and positive support of the Company Secretary in ensuring the effective functioning of the Board.

The full Board or any Director in his individual capacity, in furtherance of their duties, shall be able to obtain an independent professional advice at the Company's expenses through an agreed procedure laid down formally as follows:

- the request shall be made in writing to the Chairman highlighting the purpose behind the request and the estimated costs for the advice; and
- the Chairman shall consider the said request and at his absolute discretion determine if the Director concerned shall be permitted to seek independent professional advice and, where appropriate, disseminate the advice to all Directors. Should a request be denied, the Director concerned is entitled to have his views duly recorded.

Subject to prior approval of the Chairman, the cost of the advice will be reimbursed by the Company, but the Director will ensure, so far as is practicable, that the cost is reasonable.

- **Induction Process and Training**

The objective of the induction process is to provide Directors with a rapid and clear insight into the Group as well as keeping them abreast with development in the marketplace pertaining to the oversight function of Directors. This will enable the Directors to discharge their duties and responsibilities effectively.

All new Directors appointed to the Board shall participate in the Mandatory Accreditation Programme pursuant to the Listing Requirements, if he/she has not attended before, and undertake an induction program facilitated by the Management to assist them in fulfilling their duties and responsibilities.

Directors are expected to undertake any necessary professional education or training programme to enhance their skills and knowledge on relevant new laws and regulations and to keep abreast with the changing business environment within which the Group operates so as to enable them to discharge their duties.

The Board assisted by the Nomination Committee, shall on continuous basis discuss, assess and determine the training needs of the Directors and disclose in the annual report the trainings attended by the Directors. In special circumstances, valid justifications for non-attendance at any training by Directors for the financial year shall also be disclosed.

- **Directors' External Commitments and Conflict of Interest**

The Company's Constitution stipulate that a Director who is in any way, whether directly or indirectly, interested in a contract or proposed contract with the Company shall declare his interest in accordance with the provisions of the Companies Act 2016 ("CA").

Should there be an actual, potential or perceived conflict of interest between the Company and a Director, or an associate of a Director such as a spouse, other family member, or a related company (as defined under Section 197(1) of the CA), the Director involved shall make full disclosure and act honestly in the best interest of the Company:

- a) Director shall immediately inform the Audit Committee in respect of their direct and indirect interests in any businesses or corporations which carry on similar trade as that of the Group; and
- b) Every Director shall comply with the provisions of Sections 219 and 221 of the CA in connection with the disclosure of his shareholding and interests in the Company and his interest in any contract or proposed contract with the Company and in connection with the disclosure, every Director shall state the fact and the nature, character and extent of any office or possession of any property whereby whether directly or indirectly duties or interests might be created in conflict with his duty or interest as a Director of the Company.

And the interested Directors shall abstain from deliberation and voting on the resolutions relating to those matters or transactions.

An actual, potential or perceived conflict of interest shall not necessarily disqualify an individual Director from the Board provided that full disclosure of the interest has been made in good faith and with due honesty.

For the purpose of the above-mentioned paragraphs, the directors shall perform an annual self-declaration on independence (in respect of those who are Independent Directors) and conflict of interests for the Group's records.

Any substantial dealings with a Director or a person connected to the Director must be approved by the Shareholders in accordance with the provisions in the Listing Requirements.

- **Indemnities and insurance**

The Company may provide directors with, and will pay the premiums for, indemnity and insurance cover while acting in their capacities as directors.

5. Anti-Bribery and Anti-Corruption (“ABAC”) Programme

The Board shall ensure a sustainable Anti-Bribery and Anti-Corruption programme be implemented in the Company, which includes compliance with the Anti-Bribery and Anti-Corruption Policy, and assign adequate resources to implement the anti-bribery and anti-corruption programme. The ABAC Policy is available on the Company’s website.

6. Code of Ethics and Code of Conduct

The Board shall formalise and commit to ethical values through the maintenance of the Code of Ethics and Code of Conduct and ensure the implementation and compliance with the codes. It should be read in conjunction with the Anti-Bribery and Anti-Corruption Policy, as well as the Whistleblowing Policy.

7. Whistleblowing Policy

To enhance corporate governance practices, a Whistleblowing policy was adopted which provides Directors, officers, employees and stakeholders with an avenue to report suspected improprieties such as illegal or unlawful conduct, contravention of the Company’s policies and procedures, acts endangering the health or safety of any individual, public or employee, and any act of concealment of improprieties. The aim of this policy is to encourage the reporting of such matters in good faith, with the confidence that the person filing the report, to the extent possible, be protected from reprisal, victimisation, harassment or subsequent discrimination.

8. Other Matters

The Board Charter serves to delineate the mission, structure, scope and functions of the Board and duties of the directors. The Board Charter complements the Company’s Constitution and the duties required by legislation and regulatory bodies, and do not replace the said requirements. Where ambiguity and/or contradiction arises, the Company’s Constitution, legislation and the regulations shall prevail over the contents of the Board Charter. The provisions of this charter are subject to such revisions by way of modification, addition or otherwise as the Company may from time to time consider fit.

9. Review

This Board Charter shall be periodically reviewed and may be amended as and when there are changes to the Listing Requirements of Bursa Malaysia Securities Berhad or any other regulatory requirements to keep it up to date and consistent with the Board’s objectives and responsibilities.

This Board Charter was reviewed and approved by the Board of Directors on 27 November 2023.

APPENDIX A

MATTERS RESERVED FOR COLLECTIVE DECISION OF THE BOARD

The authorities of the Board are specified below. The authorities may be varied from time to time as determined by the Board.

Conduct of the Board

- (i) Appointment and recommendation for the removal of Directors
- (ii) Appointment and removal of Company Secretaries
- (iii) Appointment of Board committees and members, following recommendations by the Nomination Committee
- (iv) Approval of terms of reference of Board committees and amendments to such terms
- (v) Appointment of senior executive positions, including that of the Chairman, MD/CEO and Executive Directors of the Company, following recommendations by the Nomination Committee
- (vi) Continuation in office of Directors at the end of their term of office, when they are due to be re-elected by shareholders at the AGM and otherwise as appropriate
- (vii) Appointment, reappointment or removal of the External Auditors to be put to shareholders for approval in general meeting, following the recommendation of the Audit Committee

Remuneration

- (i) Approval/recommendation of the Directors' fee/remuneration arrangements for Non-Executive Directors
- (ii) Approval of the remuneration structure and policy for the MD/CEO, Chief Financial Officer and Executive Directors
- (iii) Approval of the remuneration packages of the MD/CEO, Chief Financial Officer and Executive Directors

Operational

- (i) Approval of the Limits of Authority of the Management of the Company
- (ii) Approval of Group's business strategy and operational plan
- (iii) Review of operational performance against Group's business strategy and operational plan, including monitoring of key risks and risk management policies and actions

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- (iv) Approval of investment or divestment of a capital project which represents a significant diversification from the existing business activities
 - (v) Approval of investment or divestment in a company/business/property/Undertaking
 - (vi) Approval of changes in major activities of the Company/Group
 - (vii) Approval of treasury policies and Bank mandate
 - (viii) Oversight of the Group's operations ensuring:
 - Competent and prudent management
 - Sound planning
 - Maintenance of sound management and internal control systems
 - Adequate accounting and other records
 - Compliance with statutory and regulatory obligations

Financial

- (i) Approval of interim and annual financial statements
- (ii) Approval for the release of financial announcements
- (iii) Approval of the annual Directors' Report, Annual Report and Statutory Audited Accounts
- (iv) Approval of interim dividends, the recommendation of final dividends and the making of any other distribution
- (v) Approval of financing facilities and arrangements

Corporate Governance Matters

- (i) Undertaking a formal and rigorous annual review of the performance of committees and individual directors
- (ii) Determining the independence of Non-Executive Directors in light of their character, judgement and relationships
- (iii) Authorising conflict of interest where permitted by the Company's constitution

Other Matters

- (i) The granting of powers of attorney by the Company
- (ii) The entering into any indemnities or guarantees
- (iii) Issuance of any debt instruments
- (iv) Conflict of interest issue relating to a substantial shareholder or a Director including approving related party transactions
- (v) Any other significant business decision
- (vi) Any other matters requiring the convening of a general meeting of shareholders or any class of shareholders
- (vii) Any other matters as may be required by the laws or the governing authorities