## **CORPORATE GOVERNANCE REPORT**

STOCK CODE : 8338

**COMPANY NAME**: DATAPREP HOLDINGS BHD

FINANCIAL YEAR : 31 DECEMBER 2020

#### **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.

Application :	Applied		
Application :  Explanation on : application of the practice	The Board is aware of their fiduciary duties and responsibilities a members of the Board and the various legislations and regulation affecting their conduct, the need to safeguard the interests of the shareholders, customers and all other stakeholders and that the highest standards of Corporate Governance are applied in all the dealings on behalf of the Company.  The Independent Directors have a particular responsibility for challenging the Group's strategy and monitoring the performance of Executive Directors against goals and objectives.  A summary of the Board's key responsibilities is set out below:  a) Promote good corporate governance culture within the Company which reinforces ethical, prudent and professional behaviour.  b) Review, challenge and decide on Management's proposals for the Company, and monitor its implementation by Management.  c) Review and approve corporate plan for the Group which include the corporate strategy and strategic plan for the Group.  d) Ensure that the strategic plan of the Company supports long-terrivalue creation and includes strategies on economic		
	value creation and includes strategies on economic,		

Explanation for : departure	<ul> <li>j) Ensure that the Company has in place procedures to enable effective communication with stakeholders.</li> <li>k) Ensure the integrity of the Company's financial and non-financial reporting.</li> <li>l) Review the adequacy and integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.</li> <li>m) Review and approve the financial statements which include the Audited Financial Statements and quarterly reports, dividend policy, credit facilities from financial institutions and guarantees.</li> <li>The full roles and responsibilities of the Board are mentioned in the Board Charter which is made available for reference at Company Website at <a href="https://www.dp.com.my">www.dp.com.my</a></li> <li>N/A</li> </ul>
Large companies are re encouraged to complete th	quired to complete the columns below. Non-large companies are ne columns below.
Measure :	N/A
Timeframe :	N/A

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.

Application :	Applied		
Explanation on : application of the practice	The Board is led by an experienced Non-Independent Non-Executive Director/Chairman who is responsible in instilling good corporate governance practices, leadership and effectiveness of the Board. The Non-Independent Non-Executive Director/Chairman, Dato' Mohd Rizal bin Mohd Jaafar was appointed to the Board on 15 November 2017.  Some of the specific responsibilities of the Chairman include: -		
	<ul> <li>a) Provides leadership for the Board so that the Board can perform its responsibilities effectively;</li> <li>b) Sets the agenda for the Board meetings and ensures that Board members receive complete and accurate information in a timely manner;</li> <li>c) Leads Board meetings and discussions;</li> <li>d) Encourages active participation and allows dissenting views to be freely expressed;</li> <li>e) Manages the interface between Board and Management;</li> <li>f) Oversees the Board in the effective discharge of its fiduciary duties;</li> <li>g) Presides at Board and general meetings of the Company and ensures that all relevant issues are on the agenda with the assistance of the Senior Management and Company secretaries;</li> <li>h) Manages Board communications and Board effectiveness and effective supervision over the Group Managing Director;</li> <li>i) Facilitates good decision-making during Board and shareholders' meetings;</li> <li>j) Provides reasonable time for discussion of complex and contentions issues, and ensures all discussions include the collective views of all Board members;</li> <li>k) Ensures Board proceedings are in compliance with good conduct and best practices; and</li> <li>l) As Group's official spokesperson.</li> </ul>		
Explanation for : departure	N/A		

Large companies encouraged to com		•	•	the	columns	below.	Non-large	companies	are
Measure	:	N/A							
Timeframe	:	N/A							

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.

Application	: Applied
Explanation on application of the practice	: The position of the Chairman and the Managing Director is separated and there is a clear division of responsibility between the Chairman who is Non-Independent Non-Executive Director and the Group Managing Director who is Non-Independent Executive Director.
	Chairman of the Board: Dato' Mohd Rizal bin Mohd Jaafar
	The Chairman heads the Board and is responsible for the leadership, effectiveness, conduct and governance of the Board.
	The Chairman ensures the integrity and effectiveness of the governance processes of the Board and shall consult with the Board promptly over any matter that gives him cause for major concern.
	The Chairman shall act as a facilitator at meetings of the Board and ensure that no Board member, whether executive or non-executive, dominates the discussion, and that appropriate discussion takes place and opinions among Board members are forthcoming.
	Group Managing Director: Encik Mohamad Sabir bin Mohamad Sabri
	Group Managing Director ("GMD") overseas and manages the day-to-day operations of the operations of the Group and undertakes executive decision-making and implementation of policies and decisions.
	The GMD shall be the head of the Management of the Company and the Group and in that capacity is answerable to the Board.
	The key role of the GMD, amongst others, includes:-
	<ul> <li>a) developing the strategic direction of the Group;</li> <li>b) ensuring that the Group's strategies and corporate policies are effectively implemented;</li> </ul>
	<ul><li>c) ensuring that Board decisions are implemented and Board directions are adhered to;</li><li>d) providing directions in the implementation of short</li></ul>
	and long term business plans; and e) providing strong leadership i.e. effectively communicating a vision, management philosophy and business strategy to the employees.

	The full roles and responsibilities of the Chairman and GMD are mentioned in the Board Charter which is made available for reference at Company Website at <a href="https://www.dp.com.my">www.dp.com.my</a>
Explanation for :	N/A
departure	
Large companies are re encouraged to complete th	quired to complete the columns below. Non-large companies are columns below.
Measure :	N/A
Timeframe :	N/A

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.

Application :	Applied
Explanation on : application of the practice	The Board has full and unrestricted access to the advice and services of the Company secretaries for discharging its duty effectively. The Board is supported by two (2) in-house Company Secretaries who are qualified under Section 235 of the Companies Act 2016. They are member of the Malaysian Institute of Chartered Secretaries and Administrators and member of the Malaysian Institute of Accountants respectively.
	The primary responsibilities of the Company Secretaries include:
	<ul> <li>a) Advising the Board on its roles and responsibilities;</li> <li>b) Facilitating the orientation of new Directors and assist in Directors training and development;</li> <li>c) Advising the Directors on corporate disclosures and compliance with Company and securities regulations and listing requirements including: <ul> <li>disclosure of interests in securities;</li> <li>disclosure of any conflict of interest in a transaction involving the Group;</li> <li>prohibition of dealing in securities; and</li> <li>restrictions on disclosure of price-sensitive information.</li> </ul> </li> <li>d) Managing processes pertaining to the annual shareholders' meeting;</li> <li>e) Monitoring corporate governance development and assist the Board in applying governance practices to meet the Board's needs and stakeholders' expectations; and</li> </ul>
	f) Serving as a focal point for stakeholders' communication and engagement on corporate governance issues.
Explanation for : departure	N/A
Large companies are re encouraged to complete t	equired to complete the columns below. Non-large companies are he columns below.
Measure :	N/A
Timeframe :	N/A

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.

Application :	Applied
Explanation on : application of the practice	Prior to each Board meeting, all Board members are furnished with agenda and Board papers for meetings, at least five (5) business days before the meetings. This enables the Directors to have sufficient time to review the Board papers and to obtain further explanation or clarification to facilitate decision making process and meaningful discharge of their duties.  The Board has full and unrestricted access to all information pertaining to the Company in a timely manner for the discharge of its duties effectively.  A record of the Board's deliberation of issues discussed and conclusion reached are recorded in the minutes of the meeting by the Company secretary. After the meeting, the minutes are circulated to the Board and Board Committee members in a timely manner.
Explanation for : departure	N/A
Large companies are re encouraged to complete ti	quired to complete the columns below. Non-large companies are ne columns below.
Measure :	N/A
Timeframe :	N/A

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.

Application :	Applied			
Explanation on : application of the practice	The Board has formalized and uploaded its Board Charter in the Company's website at <a href="www.dp.com.my">www.dp.com.my</a> . The Board Charter serves as the primary guiding which provides reference for Directors in relation to the Board's roles and responsibilities. The Board Charter also serves as a reference point for the Board's activities where the Board has established clear functions reserved for the Board and those delegated to Board Committee.  The Board Charter is subject to review and update from time to time to ensure that they remain consistent with the Board's objectives, current law and practices. The Board Charter was last reviewed and revised on 23 May 2014.			
Explanation for : departure	N/A			
•				
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.				
Measure :	N/A			
Timeframe :	N/A			

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.

Application	:	Applied		
Explanation on application of the practice	:	The Board has adopted the Code of Conduct and Ethics ("Code") for Directors in 23 May 2014.		
		The Code sets out the value uphold by the Company to maintain highest standards of integrity, transparency and accountability in the conduct of the Group's business and operations to ensure business sustainability and to conduct business in an ethical, responsible and transparent manner.  The Code of Conduct and Ethics is available on the Company's website at <a href="https://www.dp.com.my">www.dp.com.my</a> .		
Explanation for departure	:	N/A		
Large companies are encouraged to complet		quired to complete the columns below. Non-large companies are e columns below.		
Measure	:	N/A		
Timeframe	:	N/A		

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.

Application :	Applied
Explanation on : application of the practice	The Whistleblower Policy has in place on 23 May 2014 as an avenue for all stakeholders (such as employees, shareholders, customers and suppliers) of the Group to report in good faith, any breach or suspected breach business conduct, non-compliance with legal and regulatory requirements as well as other malpractices, in a safe and confidential manner without any fear.  The Whistleblowing Policy is available for reference at the Company's website <a href="https://www.dp.com.my">www.dp.com.my</a> .  The oversight of the Whistleblowing function is under the purview of the Chairman who shall ensure that all reported violations are properly investigated. The Chairman is also responsible for reviewing the effectiveness of the actions taken in response to all concerns that are raised.
Explanation for : departure	N/A
	quired to complete the columns below. Non-large companies are
encouraged to complete ti	ne columns below.
Measure :	N/A
Timeframe :	N/A

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 independent directors.

Application :	Applied
- de la constant	- <del> </del>
Explanation on :	Currently, the Board consisted of five (5) members, comprising one (1)
application of the	
practice	Executive Director (GMD), one Non-Independent Non-Executive
p. detilee	Director (Chairman), and three (3) Independent Non-Executive
	Directors. The profile of each Director is presented separately in the
	Annual Report.
	The Company is in compliance with Paragraph 15.02 of Main Market
	Listing Requirements of Bursa Malaysia whereby at least two (2)
	Directors or 1/3 of the Board of Directors of a listed issuer, whichever
	is the higher, are Independent Directors.
Explanation for :	N/A
departure	
Large companies are a	aguired to complete the columns helpy. Non-large compression are
encouraged to complete t	equired to complete the columns below. Non-large companies are
encouraged to complete t	ne columns below.
Measure :	N/A
Timeframe :	N/A

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.

		·
Application	:	Not Applicable – None of the independent directors serving beyond 9 years
Explanation on application of the practice	:	N/A
Explanation for departure	:	N/A
Large companies are	red	quired to complete the columns below. Non-large companies are
encouraged to complete	? th	e columns below.
Measure	•	NA
Timeframe	:	N/A

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.

Application	:	Adopted
Explanation on application of the practice	:	The Board has incorporated a policy which limits the tenure of its independent Directors to nine years in the Board Charter which is available on the Company's website at <a href="https://www.dp.com.my">www.dp.com.my</a> .
Explanation for departure	:	N/A
Large companies are encouraged to complete		quired to complete the columns below. Non-large companies are e columns below.
Measure	:	N/A
Timeframe	:	N/A

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.

Application :	Applied
Explanation on application of the practice	The appointment of a new Director is a matter for consideration and decision by the Board upon appropriate recommendation from the Remuneration, Quality and Nominating Committee ("RQN").  The screening and evaluation process for potential new Directors and Directors to be nominated for re-election are delegated to the RQN.  In making the selection, the Board as assisted by the RQN, also considers the following aspects:-  a) Probity, personal integrity and reputation – the person must have the personal qualities such as honesty, integrity, diligence, independence of mind and fairness.  b) Competence and capability – the person must have the necessary skills, ability and commitment to carry out the role.  c) Financial integrity – the person must manage his/her debts or financial affairs prudently.  d) In the case of candidates for the position of Independent Non-Executive Directors, the candidates' ability to discharge such
	responsibilities/functions as expected from Independent Non- Executive Directors shall be evaluated.
Explanation for : departure	N/A
	equired to complete the columns below. Non-large companies are
encouraged to complete t	1
Measure :	N/A
Timeframe :	N/A

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.

Application	:	Departure
Explanation on application of the practice	• •	N/A
Explanation for departure	••	The Board acknowledges the recommendations of the Malaysian Code on Corporate Governance ("MCCG") on the establishment of a gender diversity policy. The Board has formalize a policy on gender diversity and accessible for reference at <a href="https://www.dp.com.my">www.dp.com.my</a> .
		The Board, through the Remuneration, Quality and Nominating Committee will consider the female representation when a vacancy arises. However, the appointment of a new Board member will not be guided solely by gender but will take into account the skills, experience, expertise, character, time commitment, integrity and other qualities in meeting the needs of the Company.
		The Board will take steps towards the appointment of the female director to reflect the Company's commitment towards gender diversity.
Large companies are encouraged to complete		quired to complete the columns below. Non-large companies are e columns below.
Measure	:	N/A
Timeframe	:	N/A

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.

Application :	Departure
Explanation on : application of the practice	N/A
Explanation for : departure	The current process with regards to the appointment of new Directors to the Board is based on the recommendation of the Remuneration, Quality and Nominating Committee ("RQN"). The Board relies on the existing network and referrals from existing Directors, Management and major shareholders as primary means to source for new Directors.  In evaluating potential candidates, the RQN will assess directorship suitability based on objective criteria, including qualification, competencies, skills, expertise and experience, professionalism, integrity and time commitment to the Company.  Moving forward, the Board and RQN will include independent sources as the alternative channels for identifying suitable qualified candidates.
Large companies are re encouraged to complete th	quired to complete the columns below. Non-large companies are ne columns below.
Measure :	N/A
Timeframe :	N/A

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.

Application	: Applied
Explanation on application of the practice	<ul> <li>The Remuneration, Quality and Nominating Committee ("RQN") consists entirely of Non-Executive Directors, with majority of whom are independent.</li> <li>The RQN is chaired by Encik Nor Adha bin Yahya, an Independent Non-Executive Director.</li> </ul>
	The Board acknowledges that the RQN is a key gatekeeper in the process of recruiting Directors, evaluating their performance and driving the continuous performance of the whole Board.
Explanation for departure	: N/A
Large companies are encouraged to complete	required to complete the columns below. Non-large companies are the columns below.
Measure	: N/A
Timeframe	: N/A

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	The Remuneration, Quality and Nominating Committee ("RQN") conducted annual review on the Board, Board Committees and individual Directors.  The evaluation was conducted internally, facilitated by the Company Secretaries. The evaluation was conducted using questionnaires that were administered by the Company Secretaries which employ a self and peer rating assessment model. The results of the evaluation and recommendations were tabled to the Board for deliberation.  In respect of the assessment for the financial year ended 31 December 2020 ("FYE2020"), the RQN and the Board were satisfied that the Board and Board Committees have discharged their duties and responsibilities effectively and the contribution and performance of each individual Director are satisfactory. The Board was also satisfied that the Board composition in terms of size, the balance between Executive, Non-Executive and Independent Directors and mix of skills was adequate.  The results of the assessment would form the basis of the RQN's recommendation to the Board for the re-election of Directors at the forthcoming Annual General Meeting.
Explanation for : departure	N/A
Large companies are re encouraged to complete ti	equired to complete the columns below. Non-large companies are ne columns below.
Measure :	N/A
Timeframe :	N/A

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 :	Departure
Explanation on : application of the practice	N/A
Explanation for : departure	The Board is mindful that fair remuneration is important to attract, retain and motivate knowledgeable and experienced Directors and Senior Management of the calibre to manage the business of the Company.
	The Remuneration Committee is responsible for recommending to the Board for approval the remuneration packages of the Executive Directors and Senior Management, taking into consideration the group's and individual's performance, experience, level of responsibilities, as well as the market conditions.
	As for Non-Executive Directors, the level of fee should reflect the experience and level of responsibilities undertaken by the said Non-Executive Directors. With the recommendation from the Nominating Committee, the Board as a whole determines the fee for the Non-Executive Directors and seek approval from the Shareholders at the Annual General Meeting.
	The Board will work towards establishing the remuneration policies and procedures to determine the remuneration of Directors and Senior Management.
Large companies are re encouraged to complete th	quired to complete the columns below. Non-large companies are ne columns below.
Measure :	N/A
Timeframe :	N/A

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	<ul> <li>The Board has established a Remuneration, Quality and Nominating Committee ("RQN") which comprised majority of Independent Non-Executive Directors.</li> <li>The RQN responsibilities include reviewing the remuneration packages, reward structure and fringe benefits applicable to Board and Senior Management and making the appropriate recommendations to the Board.</li> <li>The terms of reference of RQN can be found at the Company's website at www.dp.com.my.</li> </ul>
Explanation for departure	: N/A
Large companies are encouraged to complete	required to complete the columns below. Non-large companies are the columns below.
Measure	: N/A
Timeframe	: N/A

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	:	The detailed disclosures on Directors' remuneration for the financial year ended December 2020 are disclosed in the Corporate Governance Overview Statement of the Annual Report of FYE2020.
Explanation for departure	:	N/A
Large companies are	rec	quired to complete the columns below. Non-large companies are
encouraged to complete		•
Measure	:	N/A
Timeframe	:	N/A

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	N/A
Explanation for : departure	The Board was of the opinion that the disclosure of the Senior Management's remuneration on personnel's name and the various remuneration components (salary, bonus, benefits in-kind, other emoluments) or in bands of RM100,000 would not be in the best interest of the Company due to confidentiality, sensitivity and security concerns.  The Board ensures that the remuneration of Senior Management is commensurate with the performance of the Company, with due consideration to attracting, retaining and motivating Senior Management to lead and run the Company successfully.
Large companies are re encouraged to complete t	equired to complete the columns below. Non-large companies are he columns below.
Measure :	N/A
Timeframe :	N/A

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	N/A

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	The Chairman of Audit Committee is Mr. Ong Kuan Wah.  The Chairman of the Audit Committee is not the Chairman of the Board, so as not to impair the objectivity of the Board's view of the Audit Committees' findings and recommendations.  Details composition and activities of the Audit Committees are set out in the Audit Committee Report in the Annual Report of FYE2020.		
Explanation for : departure	N/A		
Large companies are re encouraged to complete ti	rquired to complete the columns below. Non-large companies are the columns below.		
Measure :	N/A		
Timeframe :	N/A		

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	:	None of the members of the Audit Committee were former key audit
application of the practice		partners of the Company's external auditors.
Explanation for departure	:	N/A
•		quired to complete the columns below. Non-large companies are
encouraged to complete	? th	e columns below.
Measure	:	N/A
Timeframe	:	N/A

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		The Board understands its role in upholding the integrity of financial reporting by the Company. Accordingly, the Audit Committee ("AC") has put in place relevant policies and procedures to oversee the financial reporting process of the Company and assess the suitability, objectivity and independence of the external auditor. These policies and procedures are stated in the AC's Terms of Reference.  In determining the suitability, objectivity and independence of the external auditors, the Audit Committee considered the following:  i. the adequacy of the experience and resources of the external auditors;  ii. the external auditor's ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the external audit plan;  iii. the nature of the non-audit services provided by the external auditor and fees paid for such services relative to the audit fee; and  iv. whether there are safeguards in place to ensure that there is no threat to the objectivity and independence of the audit arising from the provision of non-audit services or tenure of the external auditor.  For the FYE2020, the AC had assessed and was satisfied with the competence, audit quality, resource capacity of Messrs Folks DFK & Co in relation to the audit services provided. From the assessment, the AC is also satisfied that there was no threat to the objectivity and independence of the audit arising from the provision of non-audit services of the external auditors and the total fee incurred for non-audit services is not significant.  Based on the outcome of its assessment, the AC has recommended to the Board for the shareholders' approval to be sought on the reappointment of the external auditors at the forthcoming 32 <sup>nd</sup> Annual General Meeting ("AGM").

Explanation for departure	:	N/A
Large companies are encouraged to complet		quired to complete the columns below. Non-large companies are e columns below.
Measure	:	N/A
Timeframe	:	N/A

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	The Audit Committee comprises of four (4) members, majority of whom are Independent Directors.

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		
Application :	Applied		
Explanation on :	All members of the Audit Committee are financially literate which		
application of the practice	allows them to have sound understanding of accounting and finance in order to perform the duties that have been entrusted to it by the		
practice	Board.		
	In order to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules, the Audit Committee members have attended pertinent programme during the financial year.		
	During the Board meetings, the members were briefed by the External Auditors and Company Secretaries on the following updates:		
	Financial Reporting developments;		
	Adoption of Malaysian Financial Reporting Standards;		
	Malaysian Code on Corporate Governance; and		
	Companies Act 2016 and the Main Market Listing Requirement.		
Explanation for : departure	N/A		
Large companies are re encouraged to complete t	equired to complete the columns below. Non-large companies are the columns below.		
Measure :	N/A		
Timeframe :	N/A		

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	The Board had established an effective risk management and internal control framework as set out in the Statement on Risk Management and Internal Control (SORMIC).		
	The Board recognises the importance of a sound system of risk management and internal control and it is paramount that principal businesses and operations risk are continuously dealt with to safeguard shareholders' interest and the Group's assets.		
	Attention therefore was placed on effectively identifying principal risks; ensuring the implementation of appropriate systems to manage key business risks; reviewing the adequacy and integrity of internal control and management information systems; and complying with the applicable rules, directives and guidelines.		
	The SORMIC has been reviewed by the External Auditors and is disclosed in the Annual Report of FYE2020.		
Explanation for : departure	N/A		
Large companies are re- encouraged to complete th	,		
Measure :	N/A		
Timeframe :	N/A		
Large companies are reencouraged to complete the Measure :	management and internal control and it is paramount that princ businesses and operations risk are continuously dealt with safeguard shareholders' interest and the Group's assets.  Attention therefore was placed on effectively identifying principal risks; ensuring the implementation of appropriate systems to mank key business risks; reviewing the adequacy and integrity of intercontrol and management information systems; and complying with the applicable rules, directives and guidelines.  The SORMIC has been reviewed by the External Auditors and disclosed in the Annual Report of FYE2020.  N/A  Additional review of the columns below. Non-large companies are columns below.		

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	:	Details of the features of risk management and internal control framework, and the adequacy and effectiveness of this framework are contained in the Statement of Risk Management and Internal Control of the Company's 2020 Annual Report.
Explanation for departure	:	N/A
Large companies are	rec	quired to complete the columns below. Non-large companies are
encouraged to complete	th:	e columns below.
Measure	:	N/A
Timeframe	:	N/A

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		

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	The Group has an in-house Internal Audit function which reports directly to the Audit Committee. The internal audit function provides the Audit Committee with an independent assessment on the adequacy and effectiveness of the Group's system of internal control.  To ensure that the internal audit function is effective and is able to function independently, the Audit Committee has reviews the following and report the same to the Board:  a. Adequacy of the scope, competency and resources of the internal audit function and that it has necessary authority to carry out its work; and  b. The internal audit plan, processes, the results of internal audit assessments and investigations and those actions are taken on the recommendation.  The core areas reviewed by the internal auditors during the FYE2020 are disclosed in the Statement on Risk Management & Internal Control.
Explanation for departure	N/A
Large companies are reencouraged to complete to	equired to complete the columns below. Non-large companies are the columns below.
Measure	N/A
Timeframe	N/A

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	:	The internal audit function is managed by the in-house Internal Audit personnel. The Internal Auditor reports functionally to the Audit Committee of the Company. This reporting relationship promotes independence and objectivity, which assures adequate consideration of audit recommendations and planned suggestive corrective actions. The activities of the Internal Auditors are guided by annual Internal Audit Plan that are presented to and approved by the AC.  Two (2) internal auditors conducted the internal audit work for the Group.  The internal audit function is carried out in accordance with Internal Audit Framework, which is closely consistent with the International Professional Practices Framework of the Institute of Internal Auditors.  The Head of Internal Audit is Mr Leong Chee Kheong. He is a chartered member of IIA Malaysia and a Fellow Member of the Association of Chartered Certified Accountants.
Explanation for departure	:	N/A
Large companies are required to complete the columns below. Non-large companies ar encouraged to complete the columns below.		
Measure	:	N/A
Timeframe	:	N/A

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 :	The Board recognises the importance of accurate and timely		
application of the practice	dissemination of information to the shareholders and potential		
practice	investors.		
	The Board have maintained an ongoing communication process to		
	ensure that the shareholders are kept appropriately informed of major		
	developments within the Group on a timely basis.		
	The communication channels used by the Company to disseminate		
	information on a timely basis to the shareholders are:-		
	a) Company's announcements to Bursa Malaysia;		
	b) Annual Report;		
	c) General Meetings;		
	d) Company's website; and		
	e) Press releases.		
	20/2		
Explanation for : departure	N/A		
acpartare			
Large companies are r	equired to complete the columns below. Non-large companies are		
encouraged to complete t			
Measure :	N/A		
	14/1		
Timeframe :	N/A		
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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	:	N/A			
Explanation for departure	:	Currently, the Company has not adopted the integrated reporting based on globally recognised framework as it is not required for non-large companies.			
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.					
Measure	:	N/A			
Timeframe	:	N/A			

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	In this regard, the notice for the upcoming 32 <sup>nd</sup> AGM was provided to shareholders on 31 May 2021, which more than 28 days before the meeting. This goes above and beyond Section 316(2) of Companies Act 2016 and paragraph 7.15 of Main Market Listing Requirements by Bursa Malaysia Securities Berhad which call for a 21-days' notice period for public companies or listed issuers respectively. The notice					
	for AGM outlines the resolutions to be tabled during the said 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.					
Explanation for departure	: N/A					
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.						
Measure	: N/A					
Timeframe	: N/A					

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	At the Company's previous AGM, all Directors were present in person to engage directly with the shareholders for their stewardship of the Company. The Directors, the Chair of all the respective Board Committees, Senior Management and External Auditors were in attendance to respond to the shareholders' queries.  During the proceedings the AGM, the Chairman invited the shareholders to raise any questions pertaining to the Company's audited financial statements and other agenda items tabled for approval at the meeting, before putting the resolutions to vote. The Company will allocate sufficient time to shareholders and their proxies for questions.  All the Directors of the Company will always endeavour to attend all general meetings and the Chairman of the Board committees will provide meaningful response to questions addressed to them.				
Explanation for departure	: N/A				
encouraged to complete	required to complete the columns below. Non-large companies are the columns below.				
Measure	: N/A				
Timeframe	: N/A				

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 :	Applied				
Explanation on : application of the practice	will be held at Broadcast Venue at Widad Semantan ("WiSe"), No. 3, Jalan Semantan, 50490 Damansara Heights, Kuala Lumpur. A shareholder of the Company can vote in person or appoint a proxy to attend and vote on his/her behalf. Voting at Annual General Meeting is by way of poll and the Company utilises electronic voting system to expedite the voting and facilitate the tabulation process in a seamless manner.				
	The Company will continue to explore the use of technology to allow voting in absentia or remote shareholders' participation. The Company will assess the necessity and viability for such facility taking into consideration the number of participating shareholders, the reliability of the technology and cost-benefit to the Company.				
Explanation for : departure	N/A				
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.					
Measure :	N/A				
Timeframe :	N/A				

# 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.

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