

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 2771  
**COMPANY NAME** : Boustead Holdings Berhad  
**FINANCIAL YEAR** : December 31, 2019

## OUTLINE:

### **SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE**

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

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

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

## 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.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Board of Boustead Holdings Berhad (BHB or the Company) is committed to exhibit high standards of corporate governance. In fulfilling its role as stewards of the Company and its subsidiaries (collectively referred to as the Group), the Board is dedicated to discharge its duties with due care, skill and diligence.</p> <p>The key responsibilities of the Directors are as follows:</p> <p><b>a) Promoting good corporate governance culture within the Group which reinforces ethical, prudent and professional behaviour</b></p> <p>The Board is committed to drive the “tone of the top” in terms of ethics and professionalism, and expects the employees to conduct themselves with integrity.</p> <p>The core values of the Group are:</p> <ul style="list-style-type: none"><li>• Respect</li><li>• Integrity</li><li>• Teamwork</li><li>• Excellence</li></ul> <p>These core values have been formalised and is expressed by the moniker “RITE”. These values are disseminated to employees and continuously reinforced throughout their tenure with the Group. The Board ensures that each employee acknowledges that he has received, read and understood the Code of Ethics &amp; Conduct. A copy of this Code of Ethics &amp; Conduct is made available on the Group's website at <a href="http://www.boustead.com.my">http://www.boustead.com.my</a>.</p>

**b) Reviewing and deciding on management’s proposals for the Company, and monitoring its implementation by management**

Management’s proposals which are reserved for the Board’s approval will be discussed at the Board Meetings, where the Directors have the opportunity to scrutinise the proposal and seek clarification from the Management team. The Managing Director ensure that Management has taken into account all the appropriate consideration before tabling the proposals to the Board. Any significant updates on the proposals would be updated to the Directors either in the next Board Meeting or in follow-up reports distributed.

The day-to-day management of the Group is delegated to the Managing Director and the Senior Management Team. In this respect, the Company is guided by the Limits of Authority which provides the authority limits for corporate, operational, financial and human resource areas. The Limits of Authority determines the respective approving authorities for each transaction, prohibiting unfettered powers for any single individual within the various levels of management.

**c) Ensuring that the strategic plan of the Group supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;**

The Group’s sustainability initiatives reflect its continuous drive towards maximising opportunities for strong fiscal growth and optimising operational efficiency in tandem with the long term-term value creation based on economic, environmental and social considerations. Details of the Group’s sustainability efforts for the year ended 31 December 2019 are set out in its Sustainability Report 2019.

**d) Supervising and assessing management performance to determine whether the business is being properly managed**

The Board meets at least four (4) times a year, with additional meetings held as and when required by the Board. Prior to the start of the new financial year, the Board will review and discuss the annual budget and strategic business plans presented by Management, before approving for execution. Key Performance Indicators (KPIs) for the Managing Director and Senior Management team are put in place to ensure Management’s performance is aligned with the Group’s business targets for the year, and also for future medium and long-term basis. By the end of the said financial year, the Nominating and Remuneration Committee will recommend to the Board the appropriate annual increment for Managing Director and Senior Management team,

based on the Group's financial performance and the said executive's individual performance assessment.

**e) Ensuring there is a sound framework for internal controls and risk management**

The Board acknowledges its overall responsibility in maintaining a sound system of internal control to safeguard shareholders' investments and the assets of the Group and for reviewing the adequacy and integrity of the system. Notwithstanding this, due to the limitations that are inherent in any system of internal control, the Group's internal control system is designed to manage risks within tolerable and knowledgeable limits, rather than eliminate, the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material misstatement or loss. Details of the Group's internal controls are set out in its Statement on Risk Management and Internal Control, which is on page 102 to page 106 of the Company's Annual Report.

**f) Understanding the principal risks of the Group's business and recognising that business decisions involve the taking of appropriate risks**

The Board has ensured that the Group has the necessary risk infrastructure encompassing the risk assessment process, organisational oversight and reporting function to instil the appropriate discipline and control for continuous improvement of risk management capabilities. Details of the Group's risk management measures are set out in its Statement on Risk Management and Internal Control of the Company's Annual Report.

**g) Ensuring that there is an appropriate risk management framework in place, for management to identify, manage and monitor significant risks**

The Board has put in place a Risk Management Framework for Management to identify, evaluate manage and monitor significant risks. Details of the Group's Risk Management Framework are set out in its Statement on Risk Management and Internal Control of the Company's Annual Report.

**h) Ensuring that Senior Management has the necessary skills and experience, and there are measures in place to provide for the orderly succession of Board and Senior Management**

The Board seeks to ensure that the members of the Senior Management team are qualified, professional and have sufficient calibre to collectively lead the operations of the Group. The Board takes cognisance that the orderly succession of Senior Management is important to ensure readiness of internal

	<p>candidates to fill potential positions. In this respect, the Group recognises talent development programmes should be put in place to provide opportunities for employees to hone their capabilities and leadership skills.</p> <p><b>i) Ensuring that the Group has in place procedures to enable effective communication with stakeholders</b></p> <p>The Board is committed in providing effective and timely communication with its stakeholders. The Group uses a number of formal channels for effective dissemination of information to the public, namely, the Annual Report, announcements to Bursa Malaysia Securities Berhad and media releases. Regular analyst briefings are conducted for stakeholders, whilst the Group’s website at <a href="http://www.boustead.com.my">http://www.boustead.com.my</a> provides relevant information for investors and other stakeholders.</p> <p><b>j) Ensuring the integrity of the Company’s financial and non-financial reporting</b></p> <p>The Audit Committee has been entrusted by the Board to ensure the Group’s financial and non-financial reporting present a true and fair view of its state of affairs. The Audit Committee meets regularly to review the unaudited financial results, and ensures Management prepares the results and statements in accordance with the Companies Act 2016, Main Market Listing Requirements of Bursa Malaysia Securities Berhad (MMLR), applicable accounting standards and other relevant regulatory requirements.</p>
<p><b>Explanation for departure</b></p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p><b>Measure</b></p>	<p>:</p>
<p><b>Timeframe</b></p>	<p>:</p>

### Intended Outcome

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

### Practice 1.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Dato' Seri Mohamed Khaled Nordin is the Chairman of the Company. His profile can be viewed on page 15 of the Company's Annual Report. He provides leadership so that the Board can perform its responsibilities effectively.</p> <p>As provided under the Company's Board Charter, the Chairman is responsible for, among others:</p> <ul style="list-style-type: none"><li>• Leading the Board in setting the values and standards of the Company;</li><li>• Encouraging all Directors to play an active role in Board activities; and</li><li>• Ensuring the provision of accurate, timely and clear information to Directors.</li></ul> <p>The Chairman together with the Company Secretary sets the agenda of each Board Meeting. He ensures that Directors receive Board papers in a timely manner and that Directors are properly briefed on issues arising in Board meetings. During Board Meetings, the Chairman leads the discussion, allowing sufficient time for deliberations on key issues and complex matters. He also encourages active participation and allows views including dissent to be freely expressed. The Chairman also ensures that every Board resolution is put to vote and the will of majority prevails.</p> <p>The Chairman plays a key role in the conduct of the General Meetings. Besides ensuring the proper flow of resolutions tabled at the meeting, he manages the communication on the floor. He further encourages active participation from shareholders and allows a generous amount of time during the questions and answers session.</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

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

### Practice 1.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The roles of the Chairman and Managing Director are separate and clearly defined, and are held by two distinct individuals. At present Dato' Seri Mohamed Khaled Nordin is the Non-Independent Non-Executive Director and Chairman of the Board whereas Dato' Sri Amrin Awaluddin is the Managing Director of BHB.</p> <p>The Chairman is primarily responsible for the orderly conduct and working of the Board whilst the Managing Director has the overall responsibility for the day-to-day running of the business and implementation of Board policies and decisions. The separation of power seeks to facilitate an appropriate balance of power to prevent any single individual from dominating deliberations and the decision-making process.</p> <p>The respective duties and responsibilities of the Chairman and the Managing Director are contained in the Board Charter.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



## Intended Outcome

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

### Practice 1.4

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company Secretaries of Boustead Holdings are Encik Affendi Mohd Yob and Puan Juniza Azizan. Encik Affendi Mohd Yob and Puan Juniza Azizan have company secretarial qualifications and are qualified to hold the position under Section 235 of the Companies Act 2016. The Company Secretaries are licenced by the Companies Commission of Malaysia. Encik Affendi Mohd Yob has 20 years of experience whilst Puan Juniza Azizan has 15 years of experience in Corporate Secretarial. Encik Affendi Mohd Yob and Puan Juniza Azizan were appointed as the in-house Company Secretaries of Boustead Holdings on 1 August 2019 and 5 December 2018 respectively.</p> <p>The Company Secretaries play an advisory role in supporting the Board to uphold high standards of corporate governance. As a counsel to the Board, they provide the Board with periodic updates regarding regulatory developments and assist the Board in interpreting and applying pertinent corporate governance promulgations such as Capital Markets and Services Act 2007 (Amendment 2012), Companies Act 2016 and MMLR. The Company Secretaries also provide support in the facilitating the flow of information to Board. The Company Secretaries additionally serve as liaison for stakeholders' communication and engagement on corporate governance issues. The role and responsibilities of the Company Secretaries are set out in the Board Charter.</p> <p>The Company Secretaries have a direct functional reporting line to the Chairman and have been accorded with appropriate standing and authority to enable them to discharge their duties in an impartial and effective manner. The appointment or removal of the Company Secretaries are the prerogative of the Board.</p> <p>In order to upskill themselves and keep abreast with the latest developments in corporate governance realm, the Company Secretaries have attended relevant training and professional development programmes during the financial year relating to Companies Act 2016, Malaysian Code on Corporate Governance (MCCG) and MMLR.</p>

<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

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

### Practice 1.5

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the importance of information supply in promoting informed Board discussions and deliberations. The Chairman, together with Management and Company Secretary, are responsible for ensuring Directors receive adequate and timely information prior to Board or Board Committee meetings.</p> <p>The Board meets regularly during the year, with the annual meeting diary tentatively made in advance to facilitate Directors' planning. There is a formal schedule of matters (including quarterly financial results, strategic business issues, and the annual business plan) reserved for discussion at the scheduled Board meetings.</p> <p>The notice of the Board meetings is circulated to Board members at least 14 days before the meeting and the agenda and Board papers are circulated to the Directors five days before each meeting.</p> <p>The Directors are supplied with Board papers with necessary information that are accurate, clear and comprehensive to enable informed decision making at the Board meetings. In addition, Board members can seek further advice or clarification from Management when required.</p> <p>The deliberations and conclusions of issues discussed in the Board meetings are duly recorded in the Board minutes, the draft of which is circulated for the Chairman's review within a reasonable timeframe after the meeting. The meeting minutes capture the decisions made, including the key deliberations, rationale for each decision made, and any significant concerns or dissenting views.</p> <p>The decisions made at the Board meetings are also communicated to Management in a timely manner to ensure appropriate execution.</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

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

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

### Practice 2.1

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is guided by its Board Charter which clearly sets out the Board's strategic intent, roles and responsibilities in discharging its fiduciary and leadership functions. The Board Charter is reviewed periodically and updated in accordance with the needs of the Group to ensure its effectiveness and consistency with the Board's objectives and corporate vision. The Board Charter serves as a primary reference point on governance matters for Directors as well as an induction literature for newly-appointed Directors.</p> <p>The Board Charter addresses, among others, the following matters:</p> <ul style="list-style-type: none"><li>• Role and responsibilities of the Board;</li><li>• Composition, Board balance and Board diversity;</li><li>• The role of Chairman and Group Managing Director;</li><li>• Supply of information and Board meetings;</li><li>• Matters reserved for the Board;</li><li>• Board effectiveness evaluation;</li><li>• Board Committees;</li><li>• Financial Reporting;</li><li>• General Meetings; and</li><li>• Communication with stakeholders.</li></ul> <p>The Board Charter was last reviewed on 28 August 2019. The Board Charter is accessible for reference on the Group's website, <a href="http://www.boustead.com.my">http://www.boustead.com.my</a>.</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

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

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

### Practice 3.1

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

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

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Board consistently strives to set the “tone at the top” and instil ethical values and standards across every level of the Group. In this regard, the Company has put in place a Code of Ethics and Conduct which subject employees to a set of values and standards of conduct that is expected of them.</p> <p>The Code of Ethics and Conduct serves as a formal commitment by employees to conduct themselves professionally at all times and to do business in a transparent, appropriate and fair manner. The Code of Ethics and Conduct is available on the Group's website at <a href="http://www.boustead.com.my">http://www.boustead.com.my</a>.</p> <p>The Code of Ethics and Conduct covers the following overarching areas:</p> <ul style="list-style-type: none"><li>• Conducting business ethically, fairly and with honesty;</li><li>• Complying with laws including abuse of power, corruption, insider trading and money laundering;</li><li>• Providing quality and safe products;</li><li>• Protecting the Group's assets and information;</li><li>• Maintaining complete and accurate business records; and</li><li>• Respecting others in the workplace and society.</li></ul> <p>All employees of the Group are required to acknowledge that they have received, read and understood the provisions of the Code of Ethics and Conduct.</p> <p>The Board reviews the Code of Ethics and Conduct periodically or as and when the need arises to ensure it is kept contemporaneous.</p>

<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		



### Intended Outcome

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

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

### Practice 3.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group is committed in preserving and protecting its integrity and reputation at all times. In this respect, the Whistleblowing Policy was established.</p> <p>The main objective of the Whistleblowing Policy is to provide confidential avenue of escalation for employees or stakeholders to disclose in a bona fide manner any suspected acts of wrongdoings without any fear of reprisal. The Whistleblowing Policy provides guidelines for the reporting and the investigation of any wrongdoings. Such misconducts may be reported directly to a dedicated e-mail address, namely, <a href="mailto:alert@boustead.com.my">alert@boustead.com.my</a>, to the whistleblowing hotline or by mail.</p> <p>The Whistleblowing Policy makes it clear that concerns can be raised without fear of victimisation, recrimination, discrimination or disadvantage to the employee or stakeholder that reports the concerns. The Board reviews the Whistleblowing Policy periodically or as and when the need arises to ensure it is kept contemporaneous. The channels for whistleblowing can be accessed at the Group's website at <a href="http://www.boustead.com.my">www.boustead.com.my</a>.</p> <p>The Integrity and Governance Department was also established in December 2019 to execute 4 core functions; complaints management, detection and verification, integrity enhancement and governance. The Integrity and Governance Department functions independently and reports to the Board, through the Audit Committee.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 4.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Currently, the Board comprises nine (9) members, six (6) of which are Independent Directors as follows:</p> <ul style="list-style-type: none"> <li>• Datuk Zainun Aishah Ahmad</li> <li>• Abraham Verghese a/l TV Abraham</li> <li>• Lieutenant General Dato’ Fadzil Mokhtar (R)</li> <li>• Dato’ Nonee Ashirin Dato’ Mohd Radzi</li> <li>• Loong Caesar</li> <li>• Izaddeen Daud</li> </ul> <p>With half of the Board comprise Independent Directors, Boustead is able to facilitate greater checks and balances during boardroom deliberations and decision making. This counterweight allows Independent Directors to encourage, support and drive each other in the value creation and sustainability of the business.</p> <p>In addition, the presence of the Senior Independent Director, Datuk Zainun Aishah Ahmad provides an additional channel for Independent Directors to voice any opinions or concerns that they believe have not been properly considered or addressed by the Board or which they feel may not be appropriate to raise in open forum.</p> <p>The Nominating and Remuneration Committee has assessed the Board composition and is satisfied that the current size and composition of Directors is adequate to provide a balance mix of skills and experience, as well as the objectivity required in the boardroom.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 4.2

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

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

<b>Application</b>	:	Not applicable - No independent director(s) serving beyond 9 years	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	Please provide an explanation for the departure.	
	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 4.3 - Step Up

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

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	<p>The Board has formalised a Board Directorship Policy on 28 August 2019 which shall serve as formal commitment for the Board of Directors regarding their directorship and tenure of Boustead Plantations Board members.</p> <p>The tenure of the independent directors is stated in Item 6 of the Board Directorship Policy, as follows:</p> <p><i>The term of directorship of an Independent Non-Executive Director (INED) shall not exceed a cumulative term limit of nine (9) years. The Board however, upon completion of the nine (9) years, may with a view to add long-term value and in recognition of the INED's contribution to the Company, invite the INED to continue to serve on the Board as a Non-Independent Non-Executive.</i></p>

### Intended Outcome

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

### Practice 4.4

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges the importance of diversity in terms of skills, experience, age, gender, cultural background and ethnicity and recognises the benefits of diversity at leadership and employee level.</p> <p>Having a range of diversity dimensions brings different perspectives to the boardroom and to various levels of Management within the Group.</p> <p>The Nominating and Remuneration Committee is responsible to lead the process for the nomination of new Board appointments and making the necessary recommendations. In this respect, the role of the Nominating and Remuneration Committee is detailed in its Terms of Reference, which is accessible for reference on the Group's website at <a href="http://www.boustead.com.my">http://www.boustead.com.my</a>.</p> <p>In making its recommendations to the Board, the Nominating and Remuneration Committee considers and assess the suitability of a new appointment based on objective criteria, including:</p> <ul style="list-style-type: none"><li>• Qualification;</li><li>• Required competencies, skills, expertise and experience;</li><li>• Specialist knowledge or technical skills;</li><li>• Professionalism and integrity; and</li><li>• Time commitment to the Company.</li></ul> <p>In order to further reinforce good governance, the Board has put in place the Recruitment and Selection Policy, applicable to all employees of the Group. The aim of the policy is to ensure that the selection process of the candidates is anchored on meritocracy and abilities, and is conducted in a professional, fair and confidential manner.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

<b>Measure</b>	:		
<b>Timeframe</b>	:		

## Intended Outcome

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

## Practice 4.5

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

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>At present, the Company has six (6) male Directors and three (3) female Directors.</p> <p>The three female Board members are Datuk Zainun Aishah Ahmad, Puan Nik Amlizan Mohamed and Dato' Nonee Ashirin Dato' Mohd Radzi. Diversity was considered in tandem with meritocracy (i.e. based on their qualification, skills and relevant experience). Their appointment is a positive development for the Company in making greater strides towards notable gender diversity on the Board.</p> <p>The Board is mindful that any gender representation should be in the best interest of the Company. The Company has reached the 30% women representation target at Board level as required for Large Companies.</p> <p>The Company does not have a formalised Board gender diversity policy alongside targets and measures. However, the issue of diversity is discussed and given prominence during deliberations by the Nominating Committee and the Board.</p> <p>The Board will take steps towards formalising such policy, targets and measures to reflect the Company's commitment towards gender diversity.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	The Board will take steps towards formalising such policy, targets and measures to reflect the Company's commitment towards gender diversity.
<b>Timeframe</b>	:	Within 3 years

## Intended Outcome

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

### Practice 4.6

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Nominating and Remuneration Committee is responsible for recommending suitable candidates for Directorships to the Board. In undertaking this responsibility, the Nominating and Remuneration Committee leverages on several sources to “cast a wider net” and gain access to a wide pool of potential candidates. The responsibilities of the Nominating and Remuneration Committee in this regard are outlined in its Terms of Reference.</p> <p>In evaluating potential candidates, the Nominating and Remuneration Committee will assess directorship suitability based on objective criteria, including:</p> <ul style="list-style-type: none"> <li>• Qualification;</li> <li>• Required competencies, skills, expertise and experience;</li> <li>• Specialist knowledge or technical skills;</li> <li>• Professionalism and integrity; and</li> <li>• Time commitment to the Company.</li> </ul> <p>In searching for suitable candidates, the Nominating and Remuneration Committee may receive suggestions from existing Board Members, Management, and major shareholders. The Committee is also open to referrals from external sources available, such as industry and professional associations, as well as independent search firms.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



**Intended Outcome**

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

**Practice 4.7**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Nominating and Remuneration Committee is chaired by the Independent Director, Lieutenant General Dato' Fadzil Mokhtar (R).</p> <p>The Board understands that an effective recruitment and evaluation process of Directors is the building block of a high-performing Board. The Board therefore believes that the Independent Director is the most suitable and qualified person to lead the conduct of the process in an objective manner.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 5.1

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>MCCG stipulates that a formal and objective annual evaluation should be conducted to determine the effectiveness of the Board. The Nominating and Remuneration Committee is responsible for the Board Effectiveness Evaluation (BEE) process, covering the Board, Board Committees and individual Directors, including Independent Directors.</p> <p>The Board evaluation is conducted yearly and involves Directors completing the BEE questionnaire, covering the Board and Board Committees processes and, the effectiveness and contribution of each of the Directors to the Board and Board Committees.</p> <p>The Nominating and Remuneration Committee, upon conclusion of the BEE exercise, was satisfied that the Board and Board Committee composition had fulfilled the criteria required, possess a right blend of knowledge, experience and the appropriate mix of skills. In addition, there was mutual respect amongst individual Directors which contributed to a healthy environment for constructive deliberation and robust decision-making process. Independent Directors were assessed to be objective in exercising their judgement.</p> <p>The Board engaged an external consultant to facilitate the BEE exercise for year 2018 assessment. For the year 2019, the BEE was conducted internally, facilitated by the Company Secretary. The BEE was conducted using questionnaire that were administered by the Company Secretary and guided by a set of questionnaires extracted from Bursa Malaysia Corporate Governance Guide (3<sup>rd</sup> Edition).</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

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

### Practice 6.1

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

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	Presently the Company does not have a formalised remuneration policies and procedures for Directors and Senior Management. The Board will take steps towards formalising such policies and procedures by 2021 to reflect the Company's commitment towards talent management.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	The Board intends to put in place a remuneration policies and procedures which cover Directors and Senior Management. The Board is cognizant that such policies should be formulated in a holistic manner and premised on the need to have an adequate level of remuneration to attract and retain Directors and Senior Management personnel of high calibre and talent.
<b>Timeframe</b>	:	Within 1 year

### Intended Outcome

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

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

### Practice 6.2

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Nominating Committee was merged with the Remuneration Committee on 11 July 2019 and is now known as Nominating and Remuneration Committee. The Nominating and Remuneration Committee comprises all Non-Executive Directors. The current membership of the Nominating and Remuneration Committee is outlined below:</p> <ol style="list-style-type: none"><li>1) Lieutenant General Dato' Fadzil Mokhtar (R) <i>(Chairman of Nominating and Remuneration Committee)</i></li><li>2) Puan Nik Amlizan Mohamed</li><li>3) Mr. Abraham Verghese a/l TV Abraham</li><li>4) Mr. Loong Caesar</li></ol> <p>The Nominating and Remuneration Committee 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.</p> <p>The Terms of Reference of Nominating and Remuneration Committee is accessible for reference on the Group's website at <a href="http://www.boustead.com.my">http://www.boustead.com.my</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

## Practice 7.1

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

<b>Application</b> :	Applied																																																																																																																																								
<b>Explanation on application of the practice</b> :	<p>The Board aims to set remuneration at levels which are sufficient to attract and retain the Directors needed to run the Group successfully, taking into consideration all relevant factors including the function, workload and responsibilities involved.</p> <p>The remuneration of the Non-Executive Directors is reviewed once in every three years. The remuneration of Non-Executive Directors is approved by shareholders at the AGM of the Company, as prescribed by the Company's Constitution and the Companies Act 2016.</p> <p>The details for the remuneration of Directors for the financial year ended 31 December 2019 for Boustead Holdings Berhad and Group-level are as follows:</p> <table border="1"> <thead> <tr> <th>In RM'000</th> <th colspan="7">Group</th> </tr> <tr> <th>Directors</th> <th>Fees</th> <th>Salaries</th> <th>Bonuses</th> <th>Retirement funds</th> <th>Meeting, travelling and other allowances</th> <th>Benefits in kind</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td colspan="8"><b>Executive Directors</b></td> </tr> <tr> <td>Dato' Sri Amrin Awaluddin</td> <td>–</td> <td>1,152.3</td> <td>–</td> <td>196.5</td> <td>–</td> <td>40.5</td> <td>1,389.3</td> </tr> <tr> <td>Dato' Sri Ghazali Mohd Ali*</td> <td>–</td> <td>786.7</td> <td>151.6</td> <td>155.8</td> <td>–</td> <td>53.2</td> <td>1,147.3</td> </tr> <tr> <td colspan="8"><b>Non-Executive Directors</b></td> </tr> <tr> <td>Datuk Zainun Aishah Ahmad</td> <td>130.6</td> <td>–</td> <td>–</td> <td>–</td> <td>27.0</td> <td>–</td> <td>157.6</td> </tr> <tr> <td>Nik Amlizan Mohamed</td> <td>122.3</td> <td>–</td> <td>–</td> <td>–</td> <td>22.0</td> <td>–</td> <td>144.3</td> </tr> <tr> <td>Abraham Verghese a/l TV Abraham</td> <td>71.6</td> <td>–</td> <td>–</td> <td>–</td> <td>16.5</td> <td>–</td> <td>88.1</td> </tr> <tr> <td>Lieutenant General Dato' Fadzil Mokhtar (R)</td> <td>66.1</td> <td>–</td> <td>–</td> <td>–</td> <td>16.5</td> <td>–</td> <td>82.6</td> </tr> <tr> <td>Dato' Nonee Ashirin Dato' Mohd Radzi</td> <td>57.8</td> <td>–</td> <td>–</td> <td>–</td> <td>13.5</td> <td>–</td> <td>71.3</td> </tr> <tr> <td>Loong Caesar</td> <td>66.1</td> <td>–</td> <td>–</td> <td>–</td> <td>16.5</td> <td>–</td> <td>82.6</td> </tr> <tr> <td>Gen. Tan Sri Dato' Seri Panglima Mohd Ghazali Hj. Che Mat (R)*</td> <td>197.7</td> <td>–</td> <td>–</td> <td>–</td> <td>63.3</td> <td>85.8</td> <td>346.8</td> </tr> <tr> <td>Dato' Wira (Dr.) Megat Abdul Rahman Megat Ahmad*</td> <td>51.8</td> <td>–</td> <td>–</td> <td>–</td> <td>16.0</td> <td>–</td> <td>67.8</td> </tr> <tr> <td>Datuk Azzat Kamaludin*</td> <td>142.3</td> <td>–</td> <td>–</td> <td>–</td> <td>42.0</td> <td>–</td> <td>184.3</td> </tr> <tr> <td>Datuk Francis Tan Leh Kiah*</td> <td>83.4</td> <td>–</td> <td>–</td> <td>–</td> <td>14.0</td> <td>–</td> <td>97.4</td> </tr> <tr> <td><b>Total</b></td> <td><b>989.7</b></td> <td><b>1,939.0</b></td> <td><b>151.6</b></td> <td><b>352.3</b></td> <td><b>247.3</b></td> <td><b>179.5</b></td> <td><b>3,859.4</b></td> </tr> </tbody> </table> <p><b>Note:</b> Dato' Seri Mohamed Khaled Nordin and Encik Izaddeen Daud, who were appointed to the Board on 1 May 2020 and 18 May 2020 respectively, did not receive any remuneration from the Group for financial year ended 31 December 2019.</p> <p>* Resigned w.e.f. 31 July 2019.</p> <p>* Retired as Director at the conclusion of the 57<sup>th</sup> AGM of the Company held on 24 April 2019.</p>	In RM'000	Group							Directors	Fees	Salaries	Bonuses	Retirement funds	Meeting, travelling and other allowances	Benefits in kind	Total	<b>Executive Directors</b>								Dato' Sri Amrin Awaluddin	–	1,152.3	–	196.5	–	40.5	1,389.3	Dato' Sri Ghazali Mohd Ali*	–	786.7	151.6	155.8	–	53.2	1,147.3	<b>Non-Executive Directors</b>								Datuk Zainun Aishah Ahmad	130.6	–	–	–	27.0	–	157.6	Nik Amlizan Mohamed	122.3	–	–	–	22.0	–	144.3	Abraham Verghese a/l TV Abraham	71.6	–	–	–	16.5	–	88.1	Lieutenant General Dato' Fadzil Mokhtar (R)	66.1	–	–	–	16.5	–	82.6	Dato' Nonee Ashirin Dato' Mohd Radzi	57.8	–	–	–	13.5	–	71.3	Loong Caesar	66.1	–	–	–	16.5	–	82.6	Gen. Tan Sri Dato' Seri Panglima Mohd Ghazali Hj. Che Mat (R)*	197.7	–	–	–	63.3	85.8	346.8	Dato' Wira (Dr.) Megat Abdul Rahman Megat Ahmad*	51.8	–	–	–	16.0	–	67.8	Datuk Azzat Kamaludin*	142.3	–	–	–	42.0	–	184.3	Datuk Francis Tan Leh Kiah*	83.4	–	–	–	14.0	–	97.4	<b>Total</b>	<b>989.7</b>	<b>1,939.0</b>	<b>151.6</b>	<b>352.3</b>	<b>247.3</b>	<b>179.5</b>	<b>3,859.4</b>
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	Directors	Fees	Salaries	Bonuses	Retirement funds	Meeting, travelling and other allowances	Benefits in kind	
<b>Executive Directors</b>								
Dato' Sri Amrin Awaluddin	–	1,152.3	–	196.5	–	40.5	1,389.3	
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Datuk Zainun Aishah Ahmad	130.6	–	–	–	27.0	–	157.6	
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Loong Caesar	66.1	–	–	–	16.5	–	82.6	
Gen. Tan Sri Dato' Seri Panglima Mohd Ghazali Hj. Che Mat (R)*	108.5	–	–	–	51.3	85.8	245.6	
Dato' Wira (Dr.) Megat Abdul Rahman Megat Ahmad*	51.8	–	–	–	16.0	–	67.8	
Datuk Azzat Kamaludin*	66.3	–	–	–	23.0	–	89.3	
Datuk Francis Tan Leh Kiah*	83.4	–	–	–	14.0	–	97.4	
<b>Total</b>	<b>824.5</b>	<b>1,152.3</b>	<b>–</b>	<b>196.5</b>	<b>216.3</b>	<b>126.3</b>	<b>2,515.9</b>	
<b>Note:</b> Dato' Seri Mohamed Khaled Nordin and Encik Izaddeen Daud, who were appointed to the Board on 1 May 2020 and 18 May 2020 respectively, did not receive any remuneration from the Company for financial year ended 31 December 2019.								
* Resigned w.e.f. 31 July 2019.								
* Retired as Director at the conclusion of the 57 <sup>th</sup> AGM of the Company held on 24 April 2019.								
<b>Explanation for departure</b>								
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>								
<b>Measure</b>								
<b>Timeframe</b>								

### Intended Outcome

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

### Practice 7.2

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

<b>Application</b>	:	Departure														
<b>Explanation on application of the practice</b>	:															
<b>Explanation for departure</b>	:	<p>Remuneration paid to the top five (5) Senior Management of Boustead for the financial year ended 31 December 2019 are as follows:</p> <table border="1"><thead><tr><th><b>Top Five Senior Management (not including Executive Directors)</b></th><th><b>Number of Senior Management</b></th></tr></thead><tbody><tr><td>From RM300,001 to RM400,000</td><td>1</td></tr><tr><td>From RM400,001 to RM500,000</td><td>2</td></tr><tr><td>From RM500,001 to RM600,000</td><td>1</td></tr><tr><td>From RM600,001 to RM700,000</td><td>-</td></tr><tr><td>From RM700,001 to RM800,000</td><td>1</td></tr><tr><td><b>Total</b></td><td><b>5</b></td></tr></tbody></table> <p>The remuneration of the top five (5) Senior Management of the Company disclosed above is on an aggregate basis. At this particular juncture, the Board is of the opinion that the disclosure of the Senior Management personnel' names and the various remuneration components (salary, bonus, benefits in-kind, other emoluments) would not be in the best interest of the Group due to confidentiality and security concerns.</p> <p>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. Excessive remuneration payouts are not made to Senior Management personnel in any instance.</p>	<b>Top Five Senior Management (not including Executive Directors)</b>	<b>Number of Senior Management</b>	From RM300,001 to RM400,000	1	From RM400,001 to RM500,000	2	From RM500,001 to RM600,000	1	From RM600,001 to RM700,000	-	From RM700,001 to RM800,000	1	<b>Total</b>	<b>5</b>
<b>Top Five Senior Management (not including Executive Directors)</b>	<b>Number of Senior Management</b>															
From RM300,001 to RM400,000	1															
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From RM600,001 to RM700,000	-															
From RM700,001 to RM800,000	1															
<b>Total</b>	<b>5</b>															



	The disclosure of the remuneration of the top five Senior Management of the Company is currently made on an aggregate basis and it allows stakeholders to make an appreciable link between remuneration of Senior Management and the performance of the Group.			
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>				
<b>Measure</b>	:	<p>The Company will provide detailed disclosure of Senior Management’s remuneration if the requirement is made mandatory under MMLR.</p> <p>The current disclosure on an aggregate basis already allows stakeholders to establish the nexus between remuneration and value creation of the Group.</p>		
<b>Timeframe</b>	:	<table border="1"> <tr> <td>Others</td> <td>Within 2 years or a prescribed period when the requirement is made mandatory under MMLR.</td> </tr> </table>	Others	Within 2 years or a prescribed period when the requirement is made mandatory under MMLR.
Others	Within 2 years or a prescribed period when the requirement is made mandatory under MMLR.			

**Intended Outcome**

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

**Practice 7.3 - Step Up**

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

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 8.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board of Directors has established an Audit Committee which is chaired by the Independent Director, Mr. Abraham Verghese A/I TV Abraham. Meanwhile the Chairman of the Board is Dato' Seri Mohamed Khaled Nordin.</p> <p>As such, the Chairman of the Audit Committee is distinct from the Chairman of the Board. Having the positions of Board Chairman and Chairman of the Audit Committee assumed by different individuals allows the Board to objectively review the Audit Committee's findings and recommendations.</p> <p>The Chairman of the Audit Committee is a member of the Malaysian Institute of Accountants (MIA). The possession of sound financial understanding and experience equips the Chairman of the Audit Committee with the ability to lead discussions and deliberations and ultimately be satisfied that the end result fairly reflects the understanding of the Audit and Compliance Committee. His full profile can be viewed on page 21 of this Annual Report.</p> <p>The duties and responsibilities of the Chairman of the Audit Committee are outlined in the Terms of Reference of the Audit Committee, which is available on the Company's website at <a href="http://www.boustead.com.my">http://www.boustead.com.my</a>.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 8.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Audit Committee comprises five (5) members, all whom are Non-Executive Directors and with all members being independent.</p> <p>As a measure to safeguard the independence and objectivity of the audit process, the Audit Committee has incorporated a policy stipulation that governs the appointment of a former key audit partner to the Audit Committee.</p> <p>The policy, which is codified in the Audit Committee’s Terms of Reference, requires a former key audit partner to observe a cooling-off period of at least two (2) years before he can be considered for appointment as a Committee member.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 8.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Audit Committee is responsible for assessing the capabilities and independence of the external auditor and to make subsequent recommendations to the Board on the appointment, re-appointment or termination of the external auditor.</p> <p>Under its Terms of Reference, the Audit Committee reviews the suitability, objectivity and independence of the external auditor of the Company on an annual basis. The review process covers the assessment of the independence of the external auditor, the evaluation of the external auditor's performance, quality of work, audit fees and the adequacy of resources.</p> <p>During the financial year, the Audit Committee met with the external auditor namely, Messrs. Ernst &amp; Young PLT (EY), twice in the absence of Management. The Audit Committee has also monitored and reviewed the performance and independence of Ernst &amp; Young and is satisfied that the external auditor has been independent throughout the conduct of the audit process and the audit services rendered have met the quality expected by the Committee.</p> <p>For the audit of the financial year ended 31 December 2019, the Audit Committee was further assured by EY by way of written confirmation that its personnel were and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.</p> <p>Pursuant to the assessment on the suitability and independence of the external auditor, the Audit Committee made its recommendation to the Board on the re-appointment on the external auditor alongside the accompanying audit fees.</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b> :		
<b>Timeframe</b> :		

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 8.4 - Step Up**

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The Audit Committee comprises of five (5) members, all of whom are Non-Executive Directors and with all being independent.

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 8.5

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Currently, the Audit Committee comprises five (5) members as follows:</p> <ol style="list-style-type: none"><li>1) Mr. Abraham Verghese a/l TV Abraham (Chairman of the Audit Committee and Independent Non-Executive Director)</li><li>2) Datuk Zainun Aishah Ahmad (Senior Independent Non-Executive Director)</li><li>3) Mr. Loong Caesar (Independent Non-Executive Director)</li><li>4) Lieutenant General Dato' Fadzil Mokhtar (R) (Independent Non-Executive Director)</li><li>5) Encik Izaddeen Daud (Independent Non-Executive Director)</li></ol> <p>Collectively, the Audit Committee possesses a wide range of necessary skills to discharge its duties. All members of the Audit Committee are financially literate, whilst the Chairman of the Audit Committee is a member of MIA, and thus, fulfilling paragraph 15.09(1)(c) of MMLR, which calls for one member of the audit committee to be a member of a professional accountancy body.</p> <p>All members of the Audit Committee have undertaken continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules. During the reporting year, the Audit Committee members had attended several training courses. Details of their training can be seen on page 96 to 100 of the Annual Report for 2019.</p>



	<p>During the Audit Committee Meetings, the members were briefed by the external auditor, EY on the following key areas:</p> <ul style="list-style-type: none"> <li>• Financial Reporting developments;</li> <li>• Adoption of Malaysian Financial Reporting Standards;</li> <li>• Malaysian Code on Corporate Governance; and</li> <li>• Other changes in regulatory environment.</li> </ul>	
<p><b>Explanation for departure</b> :</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b> :</p>		
<p><b>Timeframe</b> :</p>		

## Intended Outcome

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

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

### Practice 9.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has established the necessary risk and internal control infrastructure encompassing the risk assessment process, internal control measures, organisational oversight and reporting function to instil the appropriate discipline to continuously improve risk management and internal control capabilities.</p> <p>Accordingly, the Group has undertaken the following:</p> <ul style="list-style-type: none"> <li>▪ Formalisation of risk management policy and procedures and adopted a structured and systematic risk management, monitoring and reporting framework which are tailored to the specific circumstances of the Group;</li> <li>▪ Appointment of risk officer to coordinate the Enterprise Risk Management activities within the Group;</li> <li>▪ Heightened risk awareness culture in the business process;</li> <li>▪ Compilation of the business units' risk profiles in relation to the Group risk parameters; and</li> <li>▪ Inculcated of a culture of continuous improvement in risk management activities.</li> </ul> <p>Details of the Group's Risk Management and Internal Control Framework are set out in its Statement on Risk Management and Internal Control, which is on page 102 to page 106 of the Company's Annual Report.</p> <p>The internal control mechanisms established by the Board are embedded within the organisation structure in all its processes. The internal control system is independently reviewed by the Group Internal Audit (GIA) to assess its adequacy and effectiveness.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 9.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Risk assessment, monitoring and review of the various risks faced by the Group are continuous processes within the key operating units, with the Risk Committee (a Board level Committee) which sit on a quarterly basis playing a pivotal oversight function as delegated by the Board of Directors.</p> <p>The Group's risk management practices are generally aligned with the principles of ISO 31000 which is an internationally accepted risk management framework.</p> <p>The Board has further received assurance from the Chief Executive Officer, Chief Financial Officer and/or Risk Officer of the respective operating units on the effectiveness of the system on internal control, highlighting any weaknesses and changes in the risk profile.</p> <p>The Group's key risks have been identified as follows:</p> <ul style="list-style-type: none"> <li>▪ Financial Sustainability of BHB Group;</li> <li>▪ Liquidity Risk; and</li> <li>▪ Breach of Financial Covenants.</li> </ul> <p>Further details are contained in the Statement of Risk Management and Internal Control which is on page 102 to page 106 of the Company's Annual Report.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 9.3 - Step Up

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

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	<p>The Group has established Risk Committee on 11 July 2019 to assist the Board in fulfilling the oversight responsibilities with respect to the Group's risk management processes and internal control systems. The Risk Committee comprises all independent directors, as follows:</p> <ol style="list-style-type: none"><li>1) Mr. Loong Caesar (Independent Non-Executive Director) <i>(Chairman of the Risk Committee)</i></li><li>2) Datuk Zainun Aishah Ahmad (Senior Independent Non-Executive Director)</li><li>3) Dato' Nonee Ashirin Dato' Mohd Radzi (Independent Non-Executive Director)</li><li>4) Mr. Abraham Verghese a/l TV Abraham (Independent Non-Executive Director)</li></ol> <p>The role of the Risk Committee is to provide holistic oversight on Risk Management of the Group, which will include but will not be limited to the following responsibilities:</p> <ol style="list-style-type: none"><li>i) Oversee Enterprise Risk Management and Business Continuity Management implementation and practices within the Group;</li><li>ii) Provide timely input to management on critical risks;</li><li>iii) Engage management in an ongoing risk appetite dialogue as conditions and circumstances change and as new opportunities arise;</li><li>iv) Oversee and provide additional precautions and plans for the management of specific risks, with regard to their complexity and significance;</li></ol>

	<ul style="list-style-type: none"><li>v) Oversee the conduct, and review the results of group-wide risk assessments, including the identification and reporting of critical risks;</li><li>vi) Provide advice to the Board on risk strategies and coordinate the activities of the standing of the various Board Committees within the Group for risk oversight; and</li><li>vii) Promote a healthy risk culture and watch for dysfunctional behavior that could undermine the effectiveness of the risk management process (e.g. excessive risk-taking due to misaligned key performance indicators and remuneration scheme).</li></ul> <p>The Risk Committee's Terms of Reference (TOR) is accessible for viewing on the Company's official website at <a href="http://www.boustead.com.my">www.boustead.com.my</a>.</p>
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### Intended Outcome

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

### Practice 10.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The internal audit function is carried out by the Group Internal Audit (GIA) of Boustead Holdings Berhad, which reports directly to the Audit Committee and has direct access to the Board through the Chairman of the Audit Committee and is independent of the activities it audits. GIA's authority, scope and responsibilities are governed by an Internal Audit Charter which is approved by the Audit Committee.</p> <p>The Audit Committee reviews and subsequently approves the Annual Internal Audit Plan and ensures the GIA is accorded with appropriate standing, resources and authority to facilitate the discharge of its duties.</p> <p>Comprehensive audits of the practices, procedures, expenditure and internal controls of all business and support units and subsidiaries are undertaken on a regular basis. GIA provides assurance and recommendations to the Audit Committee on the Group's governance, risk management and internal control systems.</p> <p>The Audit Committee holds regular private meetings with the Head of GIA without the presence of Management to discuss on significant internal audit matters. These private meetings provide an avenue for the GIA to surface any pertinent issues or concerns that it has gathered.</p> <p>The Audit Committee has access to the Head of GIA and is able to discuss significant internal audit matters in private if required.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

### Practice 10.2

The board should disclose–

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Internal Audit Charter states that the GIA personnel shall have impartial, unbiased attitude and avoid conflicts of interest in carrying out their duties. If independence or objectivity is impaired in fact or appearance, the details of the impairment should be disclosed to the Audit Committee. The Head of GIA, along with other internal audit personnel, are free from any family relationship with any Directors and/or major shareholder and do not have any conflict of interest with the Group.</p> <p>GIA adopts internal audit standards and best practices based on the International Professional Practices Framework (IPPF), promulgated by the Institute of Internal Auditors.</p> <p>At present, there are 33 internal auditors within the GIA. The number of resources in the GIA is reviewed by the Audit Committee on a quarterly basis to ensure adequacy of resources to undertake the internal audit function.</p> <p>The Head of GIA updates the name and qualification of GIA personnel to the Audit Committee on quarterly basis to ensure competency of the internal audit function. GIA personnel are also encouraged to pursue the Certified Internal Auditor (CIA) examination. As of reporting date, there are two (2) CIAs in GIA.</p> <p>The total expenses incurred for the internal audit work of BHB during the financial year end 31 December 2019 was RM4.4 million (2018: RM5.3 million).</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b> :		
<b>Timeframe</b> :		



### Intended Outcome

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

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

### Practice 11.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>As stewards of the Company, Directors are accountable to shareholders as well as other stakeholders of the Company for the performance and operations of the Company. As such, the Board endeavours to ensure that communication with stakeholders is conducted in a regular and forthcoming manner.</p> <p>The Board aims to maintain a positive relationship with the different group of stakeholders through active two-way communication, and to promote and demonstrate a high standard of integrity and transparency through timely, accurate and full disclosure and to enhance the stakeholders' understanding of the Group, its core businesses and operations, thereby, enabling investors to make informed decisions in valuing the Company's shares.</p> <p>The Group leverages on a number of formal channels for effective dissemination of information to shareholders and other stakeholders, particularly through the Annual Report, announcements to Bursa Malaysia Securities Berhad, media releases, quarterly results analyst briefings, AGM, and the Group website.</p> <p>The Managing Director and Senior Management meet regularly with analysts, institutional shareholders and investors. Interested parties may contact the Investor Relations function at <a href="mailto:ir@boustead.com.my">ir@boustead.com.my</a>, for enquiries regarding investor relations matters of the Group.</p> <p>Boustead is also of the view that the AGM is an important opportunity to address shareholders' concerns. At the AGM, the Chief Executive Officer will provide a presentation of the Group's annual operating and financial performance, followed by a Questions and Answers session during which the Chairman encourages shareholders' active participation, including clarifying and questioning the Group's strategic direction, business operations, performance and proposed resolutions. Senior Management of the Group are also present to handle other enquires from the shareholders.</p>

<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

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

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

### Practice 11.2

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

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	<p>Whilst certain hallmarks of integrated reporting may be embodied in the Annual Report of BHB such as qualitative sustainability indices contained within the Sustainability Report of the Company, it is on the whole not an integrated report based on the parameters set out by the International Integrated Reporting Council's (IIRC) Integrated Reporting Framework.</p> <p>The Board would like to allow an advocacy period for the awareness of integrated reporting to be better appreciated by Management personnel before it is adopted. At present, the Board is of the view that the Company's Annual Report is comprehensive enough for stakeholders to make informed decisions.</p> <p>The current Annual Report provides stakeholders with a fairly comprehensive overview on the Company's financial and non-financial information including future prospects. Components such as Management and Discussion Analysis, Corporate Governance Overview Statement and Statement of Risk Management and Internal Control form an integral part of the non-financial information.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	The Company will endeavour to be ready to adopt integrated reporting based on a globally recognised framework if it is made mandatory in the future.	
<b>Timeframe</b>	:	Others	Within 5 years or a prescribed period when the requirement is made mandatory in Malaysia.

### Intended Outcome

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

### Practice 12.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the AGM as an invaluable platform for shareholders to engage both the Board and Senior Management in a productive dialogue and provide constructive feedback that contributes to the overall performance of the Group. The Board therefore endeavours to provide shareholders with adequate time to consider the resolutions that will be discussed and decided upon during the AGM and to facilitate informed decision-making by the shareholders.</p> <p>In this regard, the notice for the upcoming AGM in 2020 was provided to shareholders on 24 June 2020, at least 28 days before the meeting, which will be held on 22 July 2020. 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.</p> <p>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.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 12.2

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

<b>Application</b>	:	Applied										
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges its responsibility to engage shareholders and provide meaningful responses to their questions. In demonstrating this commitment to shareholders, all Directors have attended the previous five (5) AGMs. This is aided by ensuring any general meeting is scheduled in advance to ensure full attendance of the Board.</p> <p>The Chairman of the Board encourages shareholders' active participation during AGMs and other general meetings by giving sufficient time to the floor during the questions and answers session</p> <p>The Chairmen of the Board Committees of the Company are as follows:</p> <table border="1" data-bbox="558 1019 1396 1422"> <thead> <tr> <th>Board Committees</th> <th>Chairman</th> </tr> </thead> <tbody> <tr> <td>Audit Committee</td> <td>Mr. Abraham Verghese a/l TV Abraham</td> </tr> <tr> <td>Nominating and Remuneration Committee</td> <td>Lieutenant General Dato' Fadzil Mokhtar (R)</td> </tr> <tr> <td>Risk Committee</td> <td>Mr. Loong Caesar</td> </tr> <tr> <td>Sustainability Committee</td> <td>Datuk Zainun Aishah Ahmad</td> </tr> </tbody> </table> <p>The Chairmen of respective Committees were present to facilitate discussions and address any questions shareholders may have on matters that fall under the purview of the Committees.</p>	Board Committees	Chairman	Audit Committee	Mr. Abraham Verghese a/l TV Abraham	Nominating and Remuneration Committee	Lieutenant General Dato' Fadzil Mokhtar (R)	Risk Committee	Mr. Loong Caesar	Sustainability Committee	Datuk Zainun Aishah Ahmad
Board Committees	Chairman											
Audit Committee	Mr. Abraham Verghese a/l TV Abraham											
Nominating and Remuneration Committee	Lieutenant General Dato' Fadzil Mokhtar (R)											
Risk Committee	Mr. Loong Caesar											
Sustainability Committee	Datuk Zainun Aishah Ahmad											
<b>Explanation for departure</b>	:											
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>												
<b>Measure</b>	:											
<b>Timeframe</b>	:											

## Intended Outcome

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

## Practice 12.3

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

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

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	<p>At present, the Company does not leverage on technology to facilitate voting in absentia and remote shareholders' participation at General Meetings. However, the Board will monitor development in this area for future consideration.</p> <p>The location of the General Meetings have always been held in the Klang Valley at locations which are accessible by public transport.</p> <p>A shareholder of the Company can vote in person or appoint a proxy to attend and vote on his/her behalf. Voting at the AGM is by poll and the Company utilises an electronic voting system to expedite the voting and facilitate the tabulation process in a seamless manner.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	<p>As an initiative to leverage on technology to broaden its channel of dissemination of information, enhance the quality of engagement with its shareholders and facilitate further participation of shareholders at the Company's general meetings as well as to promote environmental sustainability and cost efficiency, Boustead has established an e-communication platform with shareholders for the following:</p> <ol style="list-style-type: none"> <li>1) Annual Report 2019 and Sustainability Report 2019 together with Circular to Shareholders.</li> <li>2) E-Lodgement of proxy forms by shareholders for Boustead's 58<sup>th</sup> AGM.</li> </ol> <p>Shareholders may register as a user with Tricor Investor &amp; Issuing House Services Sdn Bhd (Tricor) TIIH Online at <a href="https://tiih.online">https://tiih.online</a>. An email will be sent to the entitled registered users to enable them to submit their proxy forms through e-submission facility via TIIH Online.</p>

	<p>Boustead will also enable remote shareholders' participation and online remote voting at the 58<sup>th</sup> AGM by leveraging on technology in accordance with Section 327 (1) and (2) of the Companies Act 2016. Shareholders who attend the 58<sup>th</sup> AGM via remote participation are encouraged to submit their questions to the Board in advance via Tricor's TIIH Online, in order to enhance the efficiency of the proceedings of the 58<sup>th</sup> AGM.</p>	
<p><b>Timeframe</b></p>	<p>: Others</p>	<p>Within the prescribed period when this practice is made mandatory in under MMLR.</p>

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

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

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