

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 7854  
**COMPANY NAME** : TIMBERWELL 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 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.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Board of Timberwell Berhad is responsible for the leadership, oversight, control, development and long-term success of the Group. It is also responsible for instilling the appropriate culture and behaviour through the Group.</p> <p>The Board is constantly mindful of the need to safeguard the interests of the Group's stakeholders. In order to facilitate the effective discharge of its duties, the Board is guided by the Board Charter.</p> <p>The Board acknowledges the essential of ensuring that the Company's strategies promote sustainability. As in the timber industry, the Board is strongly aware of the importance of balancing of environmental, social and governance aspect with the interest of various stakeholders is essential to enhancing investors' perception and public trust.</p> <p>The Board has set the Management authority limit and retained its authority of approval on significant matters. The Board has also formalised its responsibilities and functions as well as the division of responsibilities and powers between the Board, Board Committees and Management in its Board Charter. This Board Charter also provides a basis to the Board in assessing its own performance and that of its individual directors. Key matters such as approval of annual and interim results, acquisitions and disposals, as well as material agreements are reserved for the Board.</p> <p>As set out in Board Charter, the Board, whilst supportive of the Management, must:-</p> <ul style="list-style-type: none"> <li>• approve and proactively participate in strategic decisions;</li> <li>• ensure the Board adheres to its fiduciary obligation;</li> <li>• challenge Management with questions based on informed knowledge;</li> <li>• oversee Management's plans, decisions, and actions;</li> </ul>

	<ul style="list-style-type: none"> <li>• monitor Management’s ethical conduct, financial reporting and regulatory compliance;</li> <li>• play a critical role in ensuring sound and prudent policies and practices of the Company;</li> <li>• be capable of effectively achieving good governance and protecting the interests of shareholders;</li> <li>• ensure there is a sound framework for internal control and risk management; and</li> <li>• set the risk appetite within which the Board expects Management to operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks.</li> <li>• establish a succession planning for Board and Senior Management, including the implementation of appropriate systems for recruiting, training and determining the appropriate compensation benefits; and</li> <li>• promote good corporate governance culture within the Group which reinforces ethical, prudent and professional behavior.</li> </ul> <p>The Board, through the Audit Committee, Risk Management Committee and other relevant Committees, provides effective oversight of the Management’s performance, risk assessment and controls over business operations, and compliance with regulatory requirements. The Board Committees’ roles and responsibilities in discharging its functions are set out in the Terms of Reference of each Committees.</p> <p>The Board meets quarterly to review performances and strategies of the Company. When the need arises, special Board Meetings will be convened.</p> <p>The responsibility for the operation and administration of the Group is delegated by the Board to the Chief Executive Officer (“CEO”) and Management. The Board is kept abreast of the overall business activities of the Company and the strategic plans of the Group through the updates from Management at the quarterly meeting.</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 1.2

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>	:	Dato' Seri Abdul Azim Bin Mohd Zabidi was appointed as the Chairman of the Board on 28 August 2006.  He, as an Independent Non-Executive Director, is independent of management and free from any business or other relationship, which could materially interfere with the exercise of independent judgment. All the Independent Non-Executive Directors provide unbiased and independent views in ensuring that the strategies proposed by the Management are fully deliberated and examined, in the interest of shareholders as well as stakeholders.  The Chairman is responsible for the integrity and effectiveness of the Board as a whole and has been leading the Board towards culture of good corporate governance practices. He conducts Board meetings and ensures that it proceeds in an orderly manner.	
<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 1.3

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 Chairman of the Board is Dato' Seri Abdul Azim Bin Mohd Zabidi whereas the Group CEO is Datuk Pau Chiong Ung.</p> <p>As the positions of the Chairman and the CEO are held by different individuals, there is a clear division of responsibilities which ensure a continued balance of power and authority.</p> <p>The Chairman is primarily responsible for the effectiveness of the Board.</p> <p>The CEO is responsible for the management of the Group's operation and business as well as implementation of business plan and strategies, policies and decisions approved by the Board, discuss with them at Board Meetings all material matters currently or potentially affecting the Group and its performance, including all strategic projects and regulatory developments, and is further supported by a management team whose members are tasked oversee key operating areas within the Group.</p> <p>The sound operation of the Company depends critically on its CEO. Datuk Pau is committed to devote full attention and time to discharge his duties and responsibilities effectively and diligently.</p> <p>As Datuk Pau is directly responsible for the day-to-day operations of the Company, he is familiar with the operations of the Company, the state of internal controls, requirements of regulations, as well as current issues and policies affecting the industry in general. He has acquired the necessary knowledge and professional competence in the conduct of the Company's business.</p> <p>The details of the role and functions of the Chairman and CEO are stated in the Board Charter which is available in the Company's website <a href="http://timwell.com.my">http://timwell.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>	:		
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## Intended Outcome

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

### Practice 1.4

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is supported by the Company Secretaries who are qualified to act pursuant to Section 235(2) of the Companies Act 2016.</p> <p>The roles and responsibilities of the Company Secretaries include, but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• manage all Board and Board Committees meeting, attend and record minutes of all Board and Board Committees meetings and facilitate Board communications;</li> <li>• guide the Board on its roles and responsibilities;</li> <li>• guide the Board on corporate disclosures and compliance with Listing Requirements, Company's Constitution, Companies Act 2016 and other relevant rules and regulations; and</li> </ul> <p>The Directors have unrestricted access to the services of the Company Secretary to enable them to discharge their duties effectively.</p> <p>The Board is regularly updated and apprised by the Company Secretary on the current governance practices and regulations issued by the regulatory authorities.</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

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 meets on a quarterly basis, with additional meetings convened as and when necessary. All the proceedings at the Board meetings are properly minuted and signed by the Chairman. The Board follows formal schedules for meeting and all the Board members are adequately provided with status report and Board papers to assist them to make decisions in the best interest of the Company at all times. The Board papers include, among others, the following documents or information:</p> <ul style="list-style-type: none"><li>• Reports of meetings of committees of the Board, including matters requiring the full Board's deliberation and approval; and</li><li>• Performance reports of the Group, which include information on financial, strategic business issues, major operational issues and updates.</li></ul> <p>Management and professional advisors may be invited by the Board, should there be a need, for information or advice on matters that require expert knowledge.</p> <p>The Directors have direct access to Management and unrestricted access to any information relating to the Company and its Group in discharging their duties.</p> <p>The Company Secretary were entrusted to record the Board's deliberations, in terms of the issues discussed and the conclusions. The minutes of the previous Board meeting is distributed to the Directors prior to the Board meeting for their perusal before confirmation of the minutes at the commencement of the following Board meeting. The Directors may comment or request clarification before the minutes are tabled for confirmation as a correct record of the proceedings of the meeting. The Company Secretary also assists on the information flow within the Board and between the Board, Board Committees and Management.</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 Charter serves to ensure that all Board members acting on the Group's behalf are aware of their expanding roles and responsibilities. It sets out the strategic intent and specific responsibilities to be discharged by the Board members collectively and individually. It also regulates on how the Board conducts business in accordance with Corporate Governance principles.</p> <p>The Board Charter would be periodically reviewed and updated in accordance with the needs of the Company and any new regulations that may have impact on the discharge of the Board's responsibilities.</p> <p>The Board Charter is accessible for reference on the Group's website, <a href="http://timwell.com.my">http://timwell.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

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 Code of Ethics and Conduct serves as a formal commitment by Directors, Management and Employees to conduct themselves professionally at all times and to do business in a transparent, appropriate and fair manner.</p> <p>The Directors and employees of the Group are responsible for safeguarding the business and reputation of the Group. The Code of Conduct and Ethics was formulated to provide clear direction on conduct of business, general workplace behaviour and dealing with stakeholders. The Board encourages all employees and stakeholders to report suspected inappropriate behaviour or misconduct (including fraud, corruption and abuse of power).</p> <p>The Code of Ethics and Conduct is available on the Group's website at <a href="http://timwell.com.my">http://timwell.com.my</a></p> <p>The Board reviews the Code of Ethics and Conduct periodically or as and when the need arises to ensure that it is kept contemporaneous.</p> <p>The recent amendments to the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"), which will come into force on 1 June 2020, incorporated a new corporate liability offence of corruption by a commercial organisation. To provide the Group with a defence against such corporate liability offence, adequate procedures will need to be put in place to prevent persons associated with the Group from undertaking corrupt practices. In November 2019, the Company adopted the Anti- Bribery and Corruption Policy that contains the policies and procedures on anti-corruption as guided by the "Guidelines on Adequate Procedures" to promote better governance culture and ethical behaviour within the Group and to prevent the occurrence of corrupt practices in accordance with the new Section 17A of the MACC Act.</p> <p>The Anti- Bribery and Corruption Policy is available on the Group's website at <a href="http://timwell.com.my">http://timwell.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

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 the interest and reputation at all times. In this respect, the Board has established and adopted a Whistleblowing Policy as an avenue for all employees, business associates and members of the public to raise genuine concerns about malpractices and unethical behaviour or misconduct without fear of reprisal. Any concerns raised will be investigated and outcome of such investigation will be reported to the Board. The Whistle blowers are assured that their identity is kept confidential and their concern will be acted upon.</p> <p>The details on the Whistleblowing Policy can be found on the Company's website at <a href="http://timwell.com.my">http://timwell.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

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>The Board comprises a majority Independent Non-Executive Directors i.e. one (1) Executive Director and five (5) Independent Non-Executive Directors. The composition of the Board meets the requirements of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, of at least one-third (1/3) of the Board being independent. The Board comprises half of Independent Directors represents fifty per centum (50%) of the Board.</p> <p>These Independent Non-Executive Directors provide a diversity of perspective and view that allows for more robust, thoughtful discussions and a detailed vetting of proposals. The diversity in views enables decisions to be made based on a more thorough analysis of matters arising, and therefore, decisions are made more objectively.</p> <p>All Independent Directors meet the criteria for independence as prescribed under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad on assessment of Directors'.</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 4.2

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>	:	Applied - Two Tier Voting
<b>Explanation on application of the practice</b>	:	<p>The Company had adopted the recommendation of the Malaysian Code on Corporate Governance 2017 that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) years, an Independent Director may continue to serve the Board subject to the Director's re-designation as a Non-Independent Director. The Board will seek shareholders' approval in the event that a Director, who has served in that capacity for more than nine (9) years, retains as Independent Director. For a Director retained as an Independent Director after the twelfth (12) year, the Board shall seek shareholders' approval annually through a two-tier voting process as provided under the Malaysian Code on Corporate Governance 2017.</p> <p>The Nomination &amp; Remuneration Committee ("NRC") had reviewed and recommended to the Board for Dato' Seri Abdul Azim Bin Mohd Zabidi and Datuk Yap Pak Leong, who had served the Company for the tenure of more than twelfth (12) years to continue to serve as Independent Directors of the Company, subject to annual shareholders' approval through a two-tier voting process as stipulated in the Malaysian Code on Corporate Governance 2017.</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 4.3 - Step Up**

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

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

**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>	:	The Company has adopted a Board Diversity Policy and strictly adhered to the practice of non-discrimination of any form, whether based on race, age, religion and gender throughout the organisation, which including the selection of Board members. The Board encourages a dynamic and diverse composition by nurturing suitable and potential candidates equipped with competency, skills, experience, character, time commitment, integrity and other qualities in meeting the future needs of the Company.	
<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>	:	Applied	
<b>Explanation on application of the practice</b>	:	Presently, there is one (1) female Director on the Board out of a total of six (6) Directors. The Board takes cognisance of the recommendation of the Malaysian Government to have at least 30% women as decision makers in corporate sector. The Company shall endeavor to increase female representation on the Board if there are appropriate candidates available when Board vacancies arise. The Board has adopted a Board Diversity Policy and will through the NRC consider gender diversity as part of its future selection of candidates for Board and Senior Management positions and will look into increasing female representation on Board and Senior Management. The Board Diversity Policy, which is incorporated into the Board Charter is made available on the Company's website.	
<b>Explanation for departure</b>	:	Please provide an explanation for the departure.	
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.	
<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>	:	Choose an item.	Please specify number of 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 NRC is responsible for identifying and recommending suitable candidates for Directorships to the Board. The NRC leverages on several sources and gain access to a wide pool of potential candidates. The responsibilities of the NRC are outlined in the Terms of Reference.</p> <p>In evaluating potential candidates, the NRC will access directorship suitability based on objective criteria, including:</p> <ul style="list-style-type: none"> <li>• Qualifications;</li> <li>• Required competencies, skills, expertise and experience;</li> <li>• Specialist knowledge or technical skills;</li> <li>• Professionalism and Integrity; and</li> <li>• Commitment to the Company.</li> </ul> <p>The NRC may also receive suggestions from existing Board members, Management, and major shareholders. The NRC is also open to referrals from external sources available, such as industry and professional associations, as well as independent search firms.</p> <p>There was no Director appointed to the Board during the financial year ended 2019.</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 NRC is chaired by the Senior Independent Non-Executive Director, Datuk Yap Pak Leong. The NRC comprises all Independent Non-Executive Director as below:</p> <ol style="list-style-type: none"><li>1) Datuk Yap Pak Leong (Senior Independent Non-Executive Director)</li><li>2) Madam Agnes Soei-Tin Lamey (Independent Non-Executive Director)</li><li>3) Mr Melton Martin (Independent Non-Executive Director)</li></ol> <p>The detailed terms of references of the NRC is made available on the Company's website at <a href="http://timwell.com.my">http://timwell.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 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>The NRC carries out the annual evaluation for assessing the effectiveness of the Board as a whole, the Board Committees and contribution of each individual Director. The evaluation was conducted using the Evaluation Forms which set out the assessment criteria as approved by the Board which covered areas such as the Board Structure, Board operations, roles and responsibilities of the Board, the Board Committees and the Chairman's roles and responsibilities. For Individual Assessment, the assessment criteria include contribution in respect of interaction, quality of inputs, and understanding of role.</p> <p>For the financial year ended 31 December 2019, the NRC has assessed the effectiveness of the Board as a whole, the Board Committees, contribution of each individual Director and independence of Independent Directors.</p> <p>From the results of the assessment, the NRC concluded that each Director has the requisite competence to serve on the Board and has sufficiently demonstrated his commitment to the Group in terms of time and participation during the year under review, and recommended to the Board the re-election of retiring Directors at the Company's forthcoming Annual General Meeting ("AGM").</p> <p>In addition, the NC had reviewed the terms of office of the Audit Committee and each member of the Audit Committee as well as financial literacy of the Audit Committee members and was of the opinion that the Audit Committee had discharged their duties and obligation effectively.</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>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The NRC is responsible for developing the remuneration policy and determining the remuneration packages of the Directors so as to ensure that it attracts and retains the suitable directors to lead, control and manage the Group effectively.</p> <p>In the case of CEO, the component parts of the remuneration are structured so as to link rewards to corporate and individual performance</p> <p>For Non-Executive Directors, the level of remuneration is reflective of their experience and level of responsibilities undertaken by individual Non-Executive Directors. Directors' fees and benefits payable to the Directors of the Company is subject to the shareholders' approval at the Company's AGM.</p> <p>Other than the CEO, all Directors will only be entitled to a fixed fee and receive meeting allowance for each Board Meeting that they have attended. The Chairman is paid at higher fee as compared to other Board members in recognition of his additional responsibilities.</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

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 Company has a combined Nomination Committee and Remuneration Committee for the purpose of expediency since the same members are entrusted with the functions of both the Committees. The members of the NRC are mindful of their dual roles, which are clearly reflected and demarcated in the Agendas of each meeting.</p> <p>The NRC comprises all Independent Non-Executive Directors as below:</p> <ol style="list-style-type: none"><li>1) Datuk Yap Pak Leong (Senior Independent Non-Executive Director)</li><li>2) Madam Agnes Soei-Tin Lamey (Independent Non-Executive Director)</li><li>3) Mr Melton Martin (Independent Non-Executive Director)</li></ol> <p>The NRC is governed by written Terms of Reference which deals with its authority and duties and the detailed of these terms are made available on the Company's website <a href="http://timwell.com.my">http://timwell.com.my</a></p> <p>The NRC reviews the remuneration of the Board and Senior Management from time to time with a view to ensuring the Company offers fair compensation and is able to attract and retain talent who can add value to the Company.</p> <p>The NRC meets at least once a year to review and recommend the Board's remuneration package and/or reward payments that reflect their respective contributions for the year, achievement of each division's goals and/or quantified organisational targets as well as strategic initiatives set at the beginning of each year.</p> <p>During the financial year 2019, the NRC had met once to review and assess the remuneration package of the Board members and CEO taking into consideration the skills, expertise, composition,</p>

	size and experience of the Board, including the contribution of each individual Director and CEO.	
<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>	:	The details of the remuneration of the Directors of the Group and Company, paid and payable for the financial year ended 31 December 2019 are as follows:																																										
		<table border="1"> <thead> <tr> <th>Category</th> <th>Director Fees RM'000</th> <th>Meeting Allowances RM'000</th> <th>Total RM'000</th> </tr> </thead> <tbody> <tr> <td colspan="4"><u>Non-Executive Directors</u></td> </tr> <tr> <td>Dato' Seri Abdul Azim Bin Zabidi (Chairman)</td> <td>45.0</td> <td>12.5</td> <td>57.5</td> </tr> <tr> <td>Datuk Yap Pak Leong</td> <td>42.0</td> <td>12.5</td> <td>54.5</td> </tr> <tr> <td>Madam Agnes Soei-Tin Lamey</td> <td>40.0</td> <td>17.5</td> <td>57.5</td> </tr> <tr> <td>Mr Loo Choo Hong</td> <td>40.0</td> <td>15.0</td> <td>55.0</td> </tr> <tr> <td>Mr Melton Martin</td> <td>40.0</td> <td>9.5</td> <td>49.5</td> </tr> <tr> <td>Ms Yap Fook Fung (Alternate Director to Datuk Yap Pak Leong)</td> <td>-</td> <td>7.5</td> <td>7.5</td> </tr> <tr> <td colspan="4"><u>Executive Director</u></td> </tr> <tr> <td>Dato Sri Tiong King Sing</td> <td>40.5</td> <td>7.5</td> <td>48.0</td> </tr> </tbody> </table>			Category	Director Fees RM'000	Meeting Allowances RM'000	Total RM'000	<u>Non-Executive Directors</u>				Dato' Seri Abdul Azim Bin Zabidi (Chairman)	45.0	12.5	57.5	Datuk Yap Pak Leong	42.0	12.5	54.5	Madam Agnes Soei-Tin Lamey	40.0	17.5	57.5	Mr Loo Choo Hong	40.0	15.0	55.0	Mr Melton Martin	40.0	9.5	49.5	Ms Yap Fook Fung (Alternate Director to Datuk Yap Pak Leong)	-	7.5	7.5	<u>Executive Director</u>				Dato Sri Tiong King Sing	40.5	7.5	48.0
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<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>																																												

<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>	:	Applied												
<b>Explanation on application of the practice</b>	:	<p>The remuneration of top five Senior Management personnel received in the financial year ended 31 December 2019 within the successive bands of RM50,000 are set out as below:</p> <table border="1"><thead><tr><th>Remuneration Band</th><th>Name</th></tr></thead><tbody><tr><td>RM50,001 to RM100,000</td><td>Suhaili Bin Sainan</td></tr><tr><td>RM100,001 to RM200,000</td><td>William Joseph Jomiu Lee Seng Choon Lee Yoke Wah</td></tr><tr><td>RM200,001 to RM300,000</td><td>-</td></tr><tr><td>RM300,001 to RM400,000</td><td>-</td></tr><tr><td>RM400,000 to RM500,000</td><td>Datuk Pau Chiong Ung</td></tr></tbody></table>	Remuneration Band	Name	RM50,001 to RM100,000	Suhaili Bin Sainan	RM100,001 to RM200,000	William Joseph Jomiu Lee Seng Choon Lee Yoke Wah	RM200,001 to RM300,000	-	RM300,001 to RM400,000	-	RM400,000 to RM500,000	Datuk Pau Chiong Ung
Remuneration Band	Name													
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RM400,000 to RM500,000	Datuk Pau Chiong Ung													
<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 7.3 - Step Up

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

<b>Application</b>	:	Adopted																																							
<b>Explanation on adoption of the practice</b>	:	The number of top five (5) senior management whose remuneration (comprising salary, bonus, benefits in-kind and other emoluments) for the financial year ended 31 December 2019 are as follows:																																							
		<table border="1"><thead><tr><th><b>Category</b></th><th><b>Position</b></th><th><b>Basic Salaries, Bonus and Others Employee Benefit RM'000</b></th><th><b>Employer Contribution (EPF) RM'000</b></th><th><b>Total RM'000</b></th></tr></thead><tbody><tr><td>Datuk Pau Chiong Ung</td><td>CEO</td><td>420.0</td><td>50.4</td><td>470.4</td></tr><tr><td>William Joseph Jomiu</td><td>FMU Manager</td><td>109.7</td><td>13.2</td><td>122.9</td></tr><tr><td>Lee Seng Choon</td><td>Log Pond &amp; Plantation Manager</td><td>104.4</td><td>12.6</td><td>117.0</td></tr><tr><td>Lee Yoke Wah</td><td>Corporate Services Manager</td><td>102.0</td><td>12.2</td><td>114.2</td></tr><tr><td>Suhaili Bin Sainan</td><td>Assistant FMU Manager</td><td>71.6</td><td>8.7</td><td>80.3</td></tr><tr><td><b>TOTAL</b></td><td></td><td><b>807.7</b></td><td><b>97.1</b></td><td><b>904.8</b></td></tr></tbody></table>	<b>Category</b>	<b>Position</b>	<b>Basic Salaries, Bonus and Others Employee Benefit RM'000</b>	<b>Employer Contribution (EPF) RM'000</b>	<b>Total RM'000</b>	Datuk Pau Chiong Ung	CEO	420.0	50.4	470.4	William Joseph Jomiu	FMU Manager	109.7	13.2	122.9	Lee Seng Choon	Log Pond & Plantation Manager	104.4	12.6	117.0	Lee Yoke Wah	Corporate Services Manager	102.0	12.2	114.2	Suhaili Bin Sainan	Assistant FMU Manager	71.6	8.7	80.3	<b>TOTAL</b>		<b>807.7</b>	<b>97.1</b>	<b>904.8</b>				
<b>Category</b>	<b>Position</b>	<b>Basic Salaries, Bonus and Others Employee Benefit RM'000</b>	<b>Employer Contribution (EPF) RM'000</b>	<b>Total RM'000</b>																																					
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**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 positions of the Chairman of Board and Audit Committee are held by separate individuals. The Chairman of the Board is Dato' Seri Abdul Azim Bin Mohd Zabidi while the Chairman of the Audit Committee is Mr Loo Choo Hong.</p> <p>Mr Loo Choo Hong is also a member of the Malaysian Institute of Accountants.</p> <p>The objective of the Audit Committee is to assist the Board in fulfilling its fiduciary responsibilities relating to internal controls, financial and accounting records and policies as well as integrity in financial reporting practices of the Company and its subsidiaries.</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://timwell.com.my">http://timwell.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**

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 three (3) members, all whom are Independent Non-Executive Directors.</p> <p>At present, no former key audit partner of the Company's external auditors is appointed as a member of the Board and the Audit Committee.</p> <p>The policy which is codified in the Audit Committee's Terms of References, 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 had undertaken an annual assessment of the timeliness, competence, audit quality and resource capacity of the external auditors, Messrs. Baker Tilly Monteiro Heng PLT in relation to the audit, the nature and extent of the non-audit services rendered and the appropriateness of the level of fees.</p> <p>The Audit Committee had also obtained assurance confirming that the external auditors are independent in accordance with the terms of all relevant professional and regulatory requirements.</p> <p>Based on the outcome of the annual assessment conducted in February 2020 on the external auditors' performance, technical competence and professional independence, the Audit Committee recommended to the Board for the re-appointment of Messrs. Baker Tilly Monteiro Heng PLT as the external auditors of the Company for the financial year ending 31 December 2020.</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 8.4 - 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 wholly of Independent Non-Executive Directors.

### 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>For the financial year ended 31 December 2019, the Board through the NRC had reviewed the effectiveness of the Audit Committee via a Board Committee effectiveness evaluation. The Board is satisfied with the performance of the Audit Committee and that the necessary skills, experience, knowledge and other relevant field of expertise of the Audit Committee members had contributed to the overall effectiveness of the Audit Committee.</p> <p>All members of the Audit Committee are financially literate and assist the Board to oversee and scrutinise the process and quality of the financial reporting and ensure accuracy, adequacy and completeness of the report, as well as in compliance with the relevant accounting standards.</p> <p>All members of the Audit Committee undertake continuous professional development and have annual discussion with the external auditors on financial reporting development to keep themselves abreast of the relevant developments in accounting and auditing standards, practices and rules.</p> <p>During the financial year, the Committees had attended training courses, conferences and seminars conducted by various external professionals to enhance their knowledge and expertise and to keep themselves abreast of relevant developments in accounting and auditing standards, practices, and rules.</p> <p>The members of the AC have attended various continuous trainings and development programmes as detailed in Principle A, Part II, item 2.2 Directors' Training in the Annual Report 2019.</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

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 takes cognisance of its overall responsibility in establishing a sound risk management and internal control system as well as reviewing its adequacy and effectiveness.</p> <p>The Board is assisted by the Risk Management Committee and Audit Committee to oversee all matters with regard to risks and controls.</p> <p>Further details on the state of the Group's risk and internal controls during financial year 2019 can be found in the Statement on Risk Management and Internal Controls in the Annual Report 2019.</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 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>The Board has disclosed the key features of its risk management and internal control system as well as its adequacy and effectiveness in the Statement on Risk Management and Internal Control in the Annual Report 2019.</p> <p>In 2019, the Risk Management Committee reviewed the risk assessment profile and framework to ensure the key risk areas and factors were updated to better reflect the Group and Company’s current position.</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 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>Risk Management Committee was established to oversee and assess the Group's overall business risk profile. The Risk Management Committee evaluated and set out the Group Risk Management Plan and the action and strategies adopted by the Group would be developed and executed by Management and reviewed by the Audit Committee and Risk Management Committee nominated by the Board.</p> <p>The Risk Management Committee comprises wholly of independent directors as follows:-</p> <ol style="list-style-type: none"><li>1) Datuk Yap Pak Leong – Chairman (Senior Independent Non-Executive Director)</li><li>2) Madam Agnes Lam Soei-Tin Lamey (Independent Non-Executive Director)</li><li>3) Mr Melton Martin (Independent Non-Executive Director)</li></ol>

### 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 Board recognises that effective monitoring on a continuous basis is a vital component of a sound internal control system.</p> <p>The Group has outsourced its internal audit ("IA") function to Messrs Lim Chong &amp; Co., an independent professional services firm which reports to the Audit Committee on half-yearly basis.</p> <p>The IA function is mainly to review the effectiveness and adequacy of the existing internal control policies and procedures and to provide recommendations, if any, for the improvement of the control policies and procedures. The Internal Auditors has direct access and report all the matters of internal control to the Audit Committee.</p> <p>Based on the results of the evaluation conducted by the Audit Committee during the financial year, the Audit Committee noted that the IA function is effective and able to function independently.</p> <p>The Audit Committee acknowledges that an independent and adequately resourced IA function is required to provide assurance on the effectiveness of the system of the internal control in addressing the risks identified.</p> <p>During the financial year under review, the internal auditors have conducted review on the Group in accordance to the IA Plan, which has been approved by 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

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 outsourced internal audit function (“IAF”) is free from any relationships or conflicts of interest, which could impair their objectivity and independence.</p> <p>The name &amp; qualifications of the main person responsible for IAF are as follows:</p> <p>1) Lim Kiat Kong</p> <ul style="list-style-type: none"> <li>- Member of Malaysian Institute of Accountants (MIA).</li> <li>- Member of Institute of Chartered Accountants in England and Wales (ICAEW)</li> <li>- Approved Auditor in Malaysia</li> </ul> <p>The IAF is carried out in accordance with the COSO Enterprise Risk Management – Integrated Framework and International Standards on Auditing (ISA).</p> <p>The staff involved in the internal audit reviews possesses professional qualification and/or a university degree. Most of them are members of the Institute of Internal Auditors Malaysia.</p> <p>The internal audit staff on the engagement and the engagement Director are free from any relationships or conflicts of interest, which could impair their objectivity and independence, and the internal audit reviews were conducted using a risk based approach and was guided by the International Professional Practice Framework.</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>	:		
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### 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>The Board recognises the importance of being transparent and accountable to the Company's stakeholders and acknowledges the continuous communication between the Company and stakeholders would facilitate mutual understanding of each other's objectives and expectations. Hence, the Board consistently ensures the supply of clear, comprehensive and timely information to their stakeholders via various disclosures and announcements, including quarterly and annual financial results, which provide investors with up-to-date financial information of the Group. All these announcements and other information about the Company are available on the Company's website which shareholders, investors and public may access.</p> <p>In addition, the Directors engage with shareholders at least once a year during the AGM to understand their needs and seek their feedback.</p> <p>The Company has identified Datuk Yap Pak Leong as the Senior Independent Non-Executive Director to whom concerns of shareholders and other stakeholders may be conveyed.</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>	:	The Company is not a Large Company.	
		In addition, the annual report presently contains financial and non-financial information which may be considered to provide a fairly comprehensive overview 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>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
<b>Timeframe</b>	:	Others	Please specify number of years.

### 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>In accordance with the recommendations of the Malaysian Code on Corporate Governance 2017, the Company gives its shareholders at least 28 days prior notice of the AGM of the Company, well in advance of the 21-days requirement under the Companies Act 2016 and Main Market Listing Requirements of Bursa Malaysia Securities Berhad.</p> <p>Such active step of serving the Notice of AGM is earlier than the minimum notice period allows the shareholders to have ample time in planning their meeting attendance as well as to enable institutional shareholders who hold shares through custodians, to communicate voting instructions to the custodians and ensure that these are acted upon.</p> <p>The Notice of AGM is accessible by the shareholders via Bursa Malaysia Securities Berhad's website and the Company's website. The Notice of AGM is also been published in a major local newspaper.</p> <p>The Company also provides details of the AGM to the shareholders regarding the eligibility of the shareholders, their rights to appoint proxies and other relevant information pertaining to the AGM. Additionally, the Explanatory Notes provided in the Notice of the 24th AGM dated 19 June 2020 is to enable shareholders to make informed decisions in exercising their voting rights.</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>All Directors, Chairs of committees and Senior Management attended the AGM held on 21 May 2019 to engage with the shareholders personally and proactively.</p> <p>All Directors, Chairs of committees and Senior Management shall attend the AGM, unless due to illness or another pressing commitment precluded them for attending the AGM, to ensure an open channel of communication is cultivated.</p> <p>In additional, the External Auditors, Messrs. Baker Tilly Monteiro Heng PLT will attend the AGM and is available to answer questions from the shareholders.</p> <p>During the 23rd AGM, the Chairman invited shareholders to raise questions pertaining to the agenda and resolutions tabled before putting them for voting. The Senior Management team of the Group and the External Auditors attended the said meeting to respond to the shareholders queries.</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 12.3

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>	:	
<b>Explanation for departure</b>	:	<p>The Company has about 1,225 shareholders as at 13 May 2020.</p> <p>The Company does not have meetings in remote locations nor does it have a large number of shareholders for it to leverage on technology to facilitate shareholders voting in absentia or having remote shareholders' participation in general meetings.</p> <p>The forthcoming 24th AGM will be held on 18 August 2020 at 2nd Floor, Wisma BSN Sabah, Jalan Kemajuan Karamunsing, 88000 Kota Kinabalu, Sabah. The Company's AGM has always been held at Kota Kinabalu. This venue was easily accessible and was familiar to the shareholders of the Company.</p> <p>Shareholders are entitled to appoint proxy/proxies to attend, participate, speak and vote on their behalf in their absence at general meetings.</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>	:	
<b>Timeframe</b>	:	



**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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