

SMART ASIA CHEMICAL BHD
Registration No. 201901016953 (1326281-T)
(Incorporated in Malaysia)

BOARD CHARTER

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1. INTRODUCTION

The Board of Directors (“**Board**”) of Smart Asia Chemical Bhd (“**Smart Asia Chemical**” or “**Company**”) adopts this Board Charter to outline the manner in which its constitutional powers and responsibilities of the Board will be exercised and discharged, having regard to principles of good corporate governance, international best practice and applicable laws.

Every public-listed company should be headed by an effective Board, which can both lead and control the business.

This Board Charter is intended to serve as a set of standard and guidelines for the Board of Smart Asia Chemical and is intended to provide a concise overview of:

- (i) The delineation of the duties, responsibilities and powers of the Board, its executive directors and senior management of the Company; and
- (ii) Board operating procedures and practices pertaining to meetings, nominations and appointments, training and development, performance management and evaluation, code of conduct and declarations on conflicts of interest.

In adhering to the responsibilities set out in this Board Charter, Board members are expected to perform their duties with integrity, honesty and in a professional manner in accordance with the law in serving the interest of its members, employees, clients, and the community.

This Board Charter is not an “all inclusive” document and should be read as a broad expression of principles.

The Board understands that the responsibility for good corporate governance rests with them and therefore strives to follow the principles and best practices stated in the Malaysian Code on Corporate Governance 2011 (“**Code**”) applicable regulatory and legislative requirements and other good practices on corporate governance.

2. THE BOARD OF DIRECTORS

2.1 Authority for the Board’s Decision

The Board must establish written policies and procedures to provide a sound framework of authority and accountability within Smart Asia Chemical and its subsidiaries (“**Group**”) and to facilitate proper corporate decision - making at the appropriate level in the Group’s hierarchy.

The day-to-day operations of the Group shall be managed and administered by the management of the Company (“**Management**”) of the Group, subject always to the policies and procedures set by the Board.

The business and affairs of the Group shall be managed by or under the direction of the Directors. The Directors have all the powers necessary for managing and for directing and supervising the management of the business and affairs of the Group in the best interest of the shareholders subject to any modification, exception or limitation contained in the Companies Act, 2016 (“**CA 2016**”) or in the Company’s Constitution (“**Constitution**”).

2.2 Board Composition and Board Balance

The Board should be well balanced with qualified individuals with diverse experience, character, integrity, competence and time to effectively discharge their responsibilities and duties legally under the various laws, regulations and rules as company director.

All directors owe fiduciary duties to the Group and must exercise reasonable care, skill and diligence to ensure the proper management of the Group, including maximising long-term financial returns.

The Board is committed to ensure good governance practices as recommended under the Code by:-

- (a) The number of directors shall not be less than two (2) and not more than fifteen (15), as stipulated in the Company's Constitution, and at any time, at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, are Independent Non-Executive Directors, in compliance with Rule 15.02 of ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**") ("**Listing Requirements**").

Rule 1.01 of the Listing Requirements provides the definition of "Independent Directors" as a director who is independent of management and free from any business or other relationship which could interfere with the exercise of independent judgement or the ability to act in the best interests of the Company. Without limiting the generality of the foregoing, an independent director is one who:-

- (i) Is not an executive director of the Company or any related corporation of the Company;
 - (ii) Is not, and has not been within the last 3 years and is not an officer (except as an independent director) of the Company. For this purpose, "officer" has the meaning given in section 2 of the CA 2016;
 - (iii) Is not a major shareholder of the Company;
 - (iv) Is not a family member of any executive director, officer or major shareholder of the Company;
 - (v) Is not acting as a nominee or representative of any executive director or major shareholder of the Company;
 - (vi) Has not been engaged as an adviser by the Company under such circumstances as prescribed by Bursa Securities or is not presently a partner, director (except as an independent director) or major shareholder, as the case may be, of a firm or corporation which provides professional advisory services to the Company under such circumstances as prescribed by Bursa Securities; or
 - (vii) Has not engaged in any transaction with the Company under such circumstances as prescribed by Bursa Securities or is not presently a partner, director or major shareholder, as the case may be, of a firm or corporation (other than subsidiaries of the Company) which has engaged in any transaction with the Company under such circumstances as prescribed by Bursa Securities.
- (b) The appointment of directors shall be recommended by the Nomination Committee and approved by the Board. Upon appointment, each director shall be provided with a formal letter setting out the director's duties, obligations, expected commitment, remuneration package and other entitlement. The letter shall be signed by the Chairman of the Board on behalf of the Company.
- (c) The Board may appoint a senior independent non-executive director to whom shareholders' concerns can be conveyed if there are reasons that contact through the normal channels of the chairman or the Chief Executive Officer ("**CEO**") / Managing Director ("**MD**") have failed to resolve them. The senior independent non-executive director is also acting as:-
 - (i) a sounding board for the Chairman;
 - (ii) an intermediary for other directors when necessary; and
 - (iii) the point of contact for shareholders and other stakeholders.

- (d) The Board shall appoint the senior independent non-executive director as the chairman of the Nomination Committee, as well as considering the other independent directors based on their seniority and experiences.
- (e) The Code's Practice 1.3 states that the positions of the Chairman and the CEO / MD should be held by different individuals with the Chairman being responsible for leading the Board in its collective oversight of management while the CEO / MD focuses on the business and day-to-day management of the Group. The Chairman of the Board should not be a member of the Audit and Risk Management Committee, Nomination Committee or Remuneration Committee.
- (f) The Board should have procedures to allow its members access to information and advice. The Management should supply accurate and complete information to the Board in a timely manner to enable the Board to discharge its duties effectively. Occasions may arise when the Board has to seek legal, financial, governance or expert advice in the course of their duties. The Board should be able to consult advisers and, when considered necessary, to seek independent professional advice. The Board should be entitled to do so at the Company's expense through an agreed procedure.
- (g) The Board has in place the "Diversity Policy" for the Board. The Company will use its best endeavours to maintain at least 30% women directors. In seeking potential candidate(s) for new appointment, the Board should take into account ethnicity and age distribution of the Directors to maintain a balance composition.

2.3 Directors Nomination

Every listed corporation must ensure that each of its directors, chief executive officer or chief financial officer has the character, experience, integrity, competence and time to effectively discharge his role as a director, chief executive officer or chief financial officer, as the case may be, of the listed corporation.

All nominations of candidates for the positions of directors and CEO / MD must be submitted to the Nomination Committee for consideration. The Nomination Committee shall base on the criteria as detailed hereunder before recommending the candidates to the Board for approval:-

- (a) Age limit.
- (b) In accordance with the Constitution, Listing Requirements, CA 2016 and any other regulatory compliances.
- (c) Work Experience.
- (d) Qualifications.
- (e) Personal Background.
- (f) Competencies.
- (g) Directorship.

A statement is required to justify the nomination of an individual as an independent director, and explaining why there is no other eligible candidate, if such individual had cumulatively served as an independent director of the Company for more than 9 years before and observed the requisite 3-year cooling off period.

The Board has in place the "Fit and Proper Policy" to ensure that Directors must possess the character integrity.

2.4 Tenure of Directors

Clause 95(i) of the Constitution provides that every newly appointed Director shall be subjected to re-election at the Company's next Annual General Meeting ("AGM") subsequent to their appointment. Furthermore, one third (1/3) of the Board shall retire from office and be eligible for re-election at every AGM, and all Directors shall submit themselves for re-election once at least every three (3) years.

The Code's Practice 5.3 states 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 on the board subject to the director's re-designation as a non-independent director.

An independent director may be retained as an Independent Director after a cumulative term of nine (9) years, subject to:-

- (a) An assessment and recommendation of the Nomination Committee.
- (b) The Board recommends with strong justification for shareholders' approval in an annual general meeting through a two-tier voting process.

If the Board continues to retain the independent director after the nine (9) years, the Board should seek annual shareholders' approval through a two-tier voting process as guided by the Code, as follows.

Tier 1: Only the Large Shareholder(s) of the Company, votes

Tier 2: Shareholders other than Large Shareholder(s) votes

Large Shareholder(s) means a person who –

- (i) is entitled to exercise, or control the exercise of, not less than 33% of the voting shares in the Company;
- (ii) is the largest shareholder of voting shares in the Company;
- (iii) has the power to appoint or cause to be appointed a majority of directors of the Company; or
- (iv) has the power to make or cause to be made, decisions in respect of the business or administration of the Company, and to give such effect to such decisions or cause them to be given effect to.

The decision for the resolution is determined based on the simple majority of votes of Tier 1, and a simple majority of votes of Tier 2. The resolution is deemed successful if both Tier 1 and Tier 2 votes support the resolution. The resolution is deemed defeated where the vote between the two tiers differs or where Tier 1 voter(s) abstained from voting.

The maximum tenure of an independent director is limited to twelve (12) cumulative years from the date of such person's first appointment as an independent director of the Company. Upon completion of twelve (12) years, an independent director may continue to serve on the board subject to the director's re-designation as a non-independent director.

2.5 External Board Appointments

Any Board member, whilst holding in office, is at liberty to accept other board appointments so long as the appointment is not in conflict with the business of the Company and does not detrimentally affect the Director's performance as a Board member. All such appointments must first be notified to the Chairman before being accepted.

3. ROLES AND RESPONSIBILITIES

3.1 Roles and Responsibilities of the Board

The Board shall lead and manage the Company in an effective and responsible manner and all the Directors have an equal responsibility for the Group's operations and corporate accountability.

The Board shall have all powers necessary for managing and for directing and supervising the management of the business and affairs of the Company subject to the limitation of the CA 2016 or the Constitution of the Company.

- (a) Section 211 (1) of the CA 2016 states that the business and affairs of a company must be managed by or under the direction of the board of directors.
- (b) Section 211 (2) of the CA 2016 states that the board of directors has all the powers necessary for managing and directing and supervising the management of the business and affairs of the company subject to any modifications, exception or limitation contained in the CA 2016 or in the Constitution of the Company.

The Board recognizes the following specific roles and responsibilities:-

- (a) To promote good corporate governance culture within the Group which enforces ethical, prudent and professional behavior.
- (b) To avoid conflicts of interest wherever possible. Where a conflict arises, they must adhere scrupulously to the procedures provided by the law, the Constitution and any policies or procedures approved by the Board for dealing with conflicts, whereby they must disclose their nature of interest during the board meeting and shall not participate in any discussion and shall abstain from the decision-making process.
- (c) To provide oversight of sustainability management of the Group.
- (d) To provide oversight of anti-bribery management of the Group.
- (e) To establish, review and integrate sustainability to the strategic direction and plans of the Group.
- (f) To monitor the implementation of strategic plans by Management.
- (g) To review and approve all quarterly and annually financial statements for announcement to Bursa Securities and stakeholders. The Audit and Risk Management Committee reviews and recommends the financial statements prior to presentation to the Board.
- (h) To oversee and evaluate the conduct of the businesses of the Group.
- (i) To evaluate performance of the Management in accordance pre-determined set of performance measurement.
- (j) To identify and evaluate business risks and ensure implementation of a managed sound risk management framework.
- (k) To review the adequacy and integrity of the internal control system and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.
- (l) To review and oversee the appointment, resignation or termination of Directors, company secretaries, auditors and key senior management are properly carried out and documented.
- (m) To ensure establishment of succession plans for the Board members and key senior management.
- (n) To ensure the Board is supported by at least a suitably qualified and competent company secretaries to whom shall have advice on compliance with applicable laws and any amendment to the laws and regulations related to the listing.
- (o) To formalize ethical standards of conduct through a Code of Conduct for Directors and Management and ensure compliance.
- (p) To develop and implement an investors' relations programme, a shareholders or stakeholders communication policy.

- (q) To review and address sustainability risks including environmental-related (i.e climate change), social-related and governance-related risks and opportunities in an integrated and strategic manner to support the Group's long-term strategy and success.

3.2 Roles and Responsibilities of the Chairman of the Board

Clause 121 of the Constitution provides that a Chairman shall be appointed from amongst the Board members to head the orderly conduct and function of the Board. The roles and responsibilities of the Chairman include:-

- (a) Leading the Board so that the Board can perform its responsibilities effectively in achieving corporate objectives and long-term success of the Company.
- (b) Review contributions made by Board members, whilst the Nomination Committee is given the task to review effectiveness in terms of performance, and come out with criteria on independence assessment.
- (c) Facilitating effective and productive working relationships between the Executive Directors and Non-Executive Directors and manage the interface between Board and Management.
- (d) Ensuring an effective communication with shareholders and stakeholders and to ensure that their views are communicated to the Board as a whole, in particular, at the annual general meeting which represents the principal forum for dialogue and interaction with shareholders.
- (e) Encouraging active participation and allowing dissenting views to be freely expressed.
- (f) Leading the Board in establishing and monitoring good corporate governance and sustainability practices in the Company.
- (g) The Chairman, in consultation with the company secretaries, sets the agenda for the Board meetings and ensures the Board members receive complete and accurate information in a timely manner.
- (h) The Chairman is responsible for managing the business of the Board including setting the Board agenda to ensure that:-
 - (i) All Directors are properly briefed on issues arising at Board meetings.
 - (ii) Sufficient time is allowed for the discussion of complex or contentious issues and where appropriate, arranging for informal meeting to enable thorough discussion by the Board.
- (i) Leading Board meeting and discussions. At Board meetings, the Chairman plays a mediator's role to maintain the order of the proceedings in a constructive, productive and effective manner.
- (j) The Chairman has the casting or second vote if two (2) Directors form a quorum, or if there are only two (2) Directors competent to vote on the question at issue or in case of an equality of votes.

3.3 Roles and Responsibilities of the CEO / MD

The CEO / MD has overall executive responsibility for day-to-day business operations and the implementation of the Board's policies, corporate objectives, performance targets and long-term goals and making operational decisions. The CEO / MD shall also integrate sustainability considerations in the day-to-day operations of the Group and ensure the effective implementation of the Group's sustainability strategies.

The CEO / MD is responsible for ensuring the provision of accurate, timely and clear information relating to business and financials to the Board of Directors. All Board authorities conferred on the Management is delegated through the CEO / MD and this will be considered the CEO's / MD's authority and accountability as far as the Board is concerned.

3.4 Roles and Responsibilities of the Independent Non-Executive Directors

The Independent Non-Executive Directors shall provide independent judgment and objectivity and free from any business or other relationship which could interfere with the exercise of independent judgement or the ability to act in the best interest of the Company. The Independent Non-Executive Directors help to ensure that the interests of all shareholders and not only the interests of a particular group and that all relevant matters and issues are objectively and impartially considered by the Board.

The Independent Non-Executive Director, shall serve the following roles and responsibilities which, amongst others, include:-

- (a) Provide independent judgment and participate actively in meetings, giving independent views in a constructive manner and bringing an element of objectivity to the Board's decision making.
- (b) Provide a check and balance to the Board.

3.5 Roles and Responsibilities of the Senior Independent Non-Executive Director

The Senior Independent Non-Executive Director shall serve the following roles and responsibilities which, amongst others, include:-

- (a) Ensure all Independent Non-Executive Directors have an opportunity to provide input on the agenda and advise the Chairman on the quality, quantity and timeliness of the information submitted by the Management that is necessary or appropriate for the Independent Non-Executive Directors to perform their duties effectively.
- (b) Consult the Chairman regarding Board meeting schedules to ensure the Independent Non-Executive Directors can perform their duties responsibly and with sufficient time for discussion of all agenda items.
- (c) Serve as the principal conduct between the Independent Non-Executive Directors and the Chairman on sensitive issues.
- (d) Serve as a designated contact for consultation and direct communication with shareholders and other stakeholders on areas that cannot be resolved through the normal channels of contact with the Chairman and the CEO / MD.

3.6 Roles and Responsibilities of the Non-Independent Non-Executive Directors

The Non- Independent Non-Executive Directors shall serve the following roles and responsibilities which, amongst others, include:-

- (a) Provide relevant checks and balances, focusing on shareholders and stakeholders interests and ensure that high standards of corporate governance and sustainability are applied.
- (b) Assist in an environment that allows the expression of disagreement when discussing strategic issues.

3.7 Roles and Responsibilities of Company Secretaries

The Company Secretaries shall be person(s) who are qualified pursuant to CA 2016 and competent in carrying his/her duties. The appointment and removal of the Company Secretaries shall be decided by the Board.

The roles and responsibilities of a Company Secretaries include, but are not limited to the following:-

- (a) Manage all Board and committee meeting logistics, attend and record minutes of all Board and committee meetings and facilitate board communications;
- (b) Advise the Board on its roles and responsibilities;
- (c) Facilitate the orientation of new Directors and assist in Director training and development;
- (d) Advise the Board on corporate disclosures and compliance with the Company and securities regulations and Listing Requirements;
- (e) Manage processes pertaining to the annual shareholder meeting;
- (f) Monitor corporate governance developments and assist the Board in applying governance practices to meet the Board's needs and stakeholders' expectations; and
- (g) Serve as a focal point for stakeholders' communication and engagement on corporate governance issues.

The Directors shall have unlimited access to the services of the Company Secretaries.

4. BOARD COMMITTEES

To assist the Board in the discharge of its duties effectively, the Board has delegated certain functions to the following Committees, each operating within clearly defined terms of reference:-

- (a) Audit and Risk Management Committee;
- (b) Nomination Committee; and
- (c) Remuneration Committee.

Each formally constituted Committee will have their written terms of reference, approved by the Board. Formal minutes of each Committee meeting will be prepared and circulated to each of the Directors within the time frame set out in the relevant Committee's terms of reference, together with a clear list of recommendations and/or other matters and issues for the consideration of the full Board at the next Directors' meeting.

Where a Committee meeting is necessarily held a short time in advance of a Board meeting, for example where the Audit Committee completes its review of the financial statements only shortly in advance of the Board meeting to approve those accounts, the Board may be verbally briefed by the Chairman of the Committee. However, this must be followed by formal written minutes within the prescribed timeframe.

4.1 Audit and Risk Management Committee

The primary function of the Audit and Risk Management Committee is to review reports relating to corporate accounting, sustainability, system of internal controls, management and financial reporting practices from internal auditors and external auditors to validate scope, evaluate existing policies, establish audit quality and ensure compliance with the Group's policies as well as identifying principal risks and implementing appropriate risk assessment system process within the Group. The Committee will also be responsible for ensuring that proper processes and procedures are in place to comply with all laws, rules and regulations, directives and guidelines established by the relevant regulatory bodies.

4.2 Nomination Committee

The primary function of the Nomination Committee is to assist the Board in their responsibilities in nominating new Directors to the Board and to assess the performance of the Board, the Committees of the Board namely Audit and Risk Management Committee, Remuneration Committee or any other committees to be set up by the Board, and the senior management and directors of the Group on an on-going basis.

4.3 Remuneration Committee

The primary function of the Remuneration Committee is to set up the policy framework and to recommend to the Board, the remuneration package and other terms of employment. The determination of the and remuneration for Non-Executive Directors will be a matter to be decided by the Board as whole with the Director concerned abstaining from deliberations and voting on decision in respect of his/her individual nomination and remuneration package.

5. THE BOARD MEETING

The Board shall meet at least 4 times a year at quarterly intervals, with additional meetings to be convened when urgent and important decisions are to be made between the scheduled meetings.

Any one (1) Director may request for such a meeting to table matters of urgency, and the Company Secretaries shall, upon the request of the Chairman of the Board or any one (1) Director, convene a meeting.

The Chairman shall ensure that the Board meets on a regular interval throughout the financial year and shall have processes of meeting including:-

- (a) A structured formal agenda and Board meeting papers relating to the agenda are circulated to all Directors at least 5 working days before each Board meeting.
- (b) The Constitution stipulates the procedures for convening board meetings and the size and required attendance for the Board's quorum.
- (c) Board meeting agendas shall be the responsibility of the Chairman with input from the Board and/or the Company Secretaries.
- (d) The Company Secretaries shall be appointed as Secretary of the Board Meeting and minutes of meetings shall be taken and signed by the Chairman of the Board Meeting.
- (e) Board minutes of each Board meeting are kept by the Company Secretaries and are available for inspection by any director during office hours.
- (f) The Board and Board Committees are also allowed to carry out the resolution by way of circulation.
- (g) Individual directors must attend at least 50% of the Board meetings held in each financial year or such other percentage as may be prescribed by the Listing Requirements.
- (h) The participation of the Director can be facilitated by means of video or telephone conferencing.
- (i) The relevant management personnel may be invited to attend the Board meetings.

The quorum for Board Meeting shall be at least two (2) members.

6. CONTINUING EDUCATION PROGRAMMES

In addition to the mandatory programmes as required by the Bursa Securities for newly appointed Director, Board members are encouraged to attend training programmes conducted by highly competent professionals and which are relevant to the Company's operations and business. The Board will assess the training needs of the Directors and ensure Directors have access to continuing education programmes. The Board shall disclose in the Annual Report the education programmes or trainings attended by the Directors.

7. DIRECTORS REMUNERATION

The Company aims to set remuneration at levels which are sufficient to attract and retain the Directors needed to run the Company successfully, taking into consideration all relevant factors including the function, workload and responsibilities involved, but without paying more than is necessary to achieve these goals.

The level of remuneration for the Executive Directors is determined by the Remuneration Committee after giving due consideration to the compensation levels for comparable positions among other similar industry. The concerned Director shall abstain from deliberation and voting on his/her own remuneration.

No Director other than Executive Directors shall have a service contract with the Company.

A formal independent review of the directors' remuneration is on an annual basis.

8. BOARD EVALUATION AND PERFORMANCE

The Nomination Committee shall evaluate the performance of the Board members on an annual basis.

The Audit and Risk Management Committee and Remuneration Committee shall also be reviewed by the Nomination Committee to ascertain its performance and effectiveness on an annual basis.

The Board as a whole shall review the performance and effectiveness of the Nomination Committee on an annual basis.

9. INVESTOR RELATIONS AND SHAREHOLDER COMMUNICATION

The Board is mindful of the importance of maintaining proper corporate disclosure procedures with the aim to provide shareholders and investors with comprehensive, accurate and quality information on a timely basis.

The Company's website incorporates an Investor Relations ("IR") section which provides all relevant information on the Company and is accessible by the public. This section enhances the IR function by including all announcements made by the Company, annual reports, board charter and the corporate and governance structure of the Company. The Company will enhance the disclosures on its website for broader and effective dissemination of information to its stakeholders from time to time.

In addition to the above, time will be allocated during annual general meetings for dialogue with shareholders to address issues concerning the Company. From the Company's perspective, the annual general meetings also serve as a forum for the Directors and the Management to engage with the shareholders personally to understand their needs and seek their feedback. The Board welcomes questions and feedback from shareholders during and at the end of shareholders' meeting and will ensure that their queries are responded in a proper and systematic manner.

10. RELATIONSHIP WITH OTHER STAKEHOLDERS

In the course of pursuing the vision and mission of the Company, the Board recognises that no Company can exist by maximising shareholders value alone. In this regard, the needs and interests of other stakeholders also needs to be taken into consideration.

In carrying out the objectives of sustainability, the Board continuously review and update policies relating to:-

10.1 Employees

The Company shall provide training and skills enhancement programs to its employees from time to time due to the Company's strong emphasis on distribution of the products, network and processing.

10.2 Environment

The Board recognises the need to safeguard and minimise the impact to the environment in the course of achieving the Group's corporate objectives. The Board supports initiatives on environmental issues and abide by all environmental impact laws and regulations in the course of its operation.

10.3 Social Responsibility

The Board acknowledges that the Company should play an important role towards the welfare of the community in which it operates. The Board shall support charitable causes and initiatives on community development projects.

11. CONFLICT OF INTEREST

11.1 Declaration of interest

In accordance with the Companies Act 2016, Directors are under duty and initiative to declare external business interest which may directly or indirectly be in conflict of interest with the Group and the declaration shall be subject to the Board's deliberations.

Directors are required to take reasonable steps to avoid or resolve actual or potential conflict of interest situation with the Group. In the event of occurrence of conflict of interest, the Director shall abstain from deliberations or voting in respect of those interests.

Directors are expected to inform/notify the company secretary(ies) on any of his/her proposed appointment to other companies as soon as possible. Directors cannot be appointed to any positions or be engaged with any competitor of the Group.

11.2 Code of Conduct

The Board should ensure that they conduct their affairs with a high degree of integrity, taking note of applicable laws, codes and regulations. A member of the Board must not take any benefit from any projects or investments which are managed by the Group or promoted to its customers or potential customers. The Director must not receive any commission, fees, shares/consideration in kind or other remuneration of incentives in respect of the performance of the project/investment.

Director shall declare to the Board any personal interest, whether direct or indirect (of 'connected persons'), he/she may have in matters brought before the Board. This declaration shall be recorded in the minutes and the interested Director shall not participate in the deliberation or voting on the resolutions to be adopted in this respect.

Any decisions to enter into transactions, under which the interested Director would have conflicts of interest that are material, shall be formally and unanimously approved by the full Board. Interested Director must inform the entire Board of (potential) conflicts of interest in his/her activities with, and commitments to other organisations as they arise and abstain from voting on the matter. This disclosure must include all material facts in the case of a contract or transaction involving the interested Director.

12. REVIEW OF THE BOARD CHARTER

The Board Charter shall be reviewed by the Board as and when required, to ensure its applicability. All amendments to the Board Charter must be approved by the Board.

This Board Charter was adopted by the Board on 24 May 2023.

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