

## **CORPORATE GOVERNANCE REPORT**

**STOCK CODE** : 6262  
**COMPANY NAME** : Innoprise Plantations Berhad  
**FINANCIAL YEAR** : December 31, 2019

### **OUTLINE:**

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

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

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

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

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

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

### Intended Outcome

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

### Practice 1.1

The board should set the company’s strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company’s values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

<b>Application</b>	: Applied	
<b>Explanation on application of the practice</b>	:	
	<b>Area of Focus</b>	<b>Matters considered by the Board</b>
	<b>Reviewing and adopting the Group’s strategic plan</b>	The Board is responsible for the Group’s strategic plan with a view to maximizing shareholder value and promoting sustainability. This includes review, comment and provide final approval of the Group’s strategic plan prepared by management. In conjunction with this, the Board also reviews and approves long term budget, business plan, corporate exercise proposal and annual budget for the ensuing year and monitors management’s implementation of and performance with respect to that agreed strategic plan.
	<b>Overseeing the conduct of the Group’s business</b>	The Board carries out periodic review of the achievements by the various operating divisions against their respective operational targets to determine whether these divisions are properly managed.
	<b>Identifying principal risks and ensuring the implementation of appropriate internal controls and mitigation measures</b>	The Board maintains a sound system of internal control to safeguard shareholders’ investment and the Company’s assets. The Board through the Audit Committee reviews the effectiveness of the Enterprise Risk Management system within the Group and assures that material risks are

		<p>identified and appropriate risk management processes are in place, including the formulation and subsequent updating of appropriate Group policies.</p> <p>Risk Management Committee ensures that policy to identify and evaluate the Company and Group's risks is implemented and that controls in place are adequate and functioning properly to address the risks. In that relation, the Chief Financial Officer ("CFO") is required to provide the Audit Committee with information on the risk and control environment of the Group.</p> <p>Details of the Group's Enterprise Risk Management system are set out in the Statement on Risk Management and Internal Control of this Annual Report.</p>
	<p><b>Succession planning</b></p>	<p>The Board has entrusted the Nomination Committee with the responsibility for reviewing the Board's succession plans, proposing new nominees to the Board and recommending Directors to fill the seats on the Board Committees.</p> <p>The Board continues with its role to review and monitor the appointment and dismissal of senior management of the Company while the Managing Director is responsible for the senior management succession plan. The senior management succession plan involves building a talent-rich organisation by attracting and developing talented and skilled people who fit in the Company's culture and business strategy as well as identifying successors for senior management positions.</p>
	<p><b>Overseeing the development and implementation of a shareholder communications policy</b></p>	<p>Ng Chee Fen has been appointed as the person responsible for communication with shareholders and other stakeholders of the Company.</p> <p>The Company has a Corporate Disclosure Policy and Procedures that outlines the</p>

		<p>policies and processes for communications with shareholders, analysts and investors to ensure that the communications are effective and comply with the applicable laws, rules and regulations.</p>
	<p><b>Reviewing the adequacy and the integrity of the management information and internal controls system</b></p>	<p>The Board is responsible for the adequacy and integrity of the Company's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines. Details pertaining to the Company's internal control system and the review of its effectiveness are set out in the Statement on Risk Management and Internal Control of the Annual Report.</p>
	<p><b>Strategies Promoting Sustainability</b></p>	<p>The Board places great importance on corporate responsibility and business sustainability. The Company's activities on environment, social and governance for the year under review are disclosed in the Annual Report.</p>
<b>Explanation for departure</b>	:	N/A
<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 1.2**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Datu Rafee Bin Datu Makling is the Chairman of the Board. He plays a pivotal role in instilling Company's commitment to uphold corporate governance.</p> <p>He oversees the orderly conduct and effectiveness of the Board by ensuring a cohesive working relationship between members of the Board. He is also responsible to ensure that quality information to facilitate decision-making is delivered to Board members on a timely basis and encourage all Directors to play an active role in Board activities. He maintains a close professional relationship with the Managing Director and acts as mentor as required.</p> <p>Position description of the Chairman is set out in the IPB Corporate Governance Guidelines. These Guidelines will be periodically reviewed by the Board to align with the Company's objectives, current law and practices.</p> <p>Performance evaluation of the Chairman is conducted annually by the Nomination Committee. The Chairman of the Nomination Committee shall then report the findings and/or recommendations to the Board.</p>
<b>Explanation for departure</b>	:	N/A
<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 1.3**

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 positions of Chairman (Datu Rafee Bin Datu Makling), who is an Independent Non-Executive Director and Managing Director (Tan Aik Kiong) are individually held by two persons to ensure a balance of power and authority.</p> <p>There is a clear distinction between the roles and responsibilities of the Chairman and Managing Director which are set out in the IPB Corporate Governance Guidelines.</p>
<b>Explanation for departure</b>	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 1.4

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company Secretaries have extensive experience in corporate secretarial practice. Role and functions of the Company Secretary are set out in the IPB Corporate Governance Guidelines. The following are some of the key significant role of the Company Secretary:</p> <ul style="list-style-type: none"><li>• assisting with induction and professional development of Directors;</li><li>• regularly updating the Board on new changes to the statutory and regulatory requirements and the resultant implications to the Company and the Board in discharging their duties and responsibilities;</li><li>• notifying Directors and principal officers on the closed periods for dealing in the Company's securities;</li><li>• advising and supporting the Chairman and the Board and its Board Committees to manage the day to day governance framework of the Company;</li><li>• facilitating timely communication of decisions made or policies set by the Board to Board Committees and senior management for action;</li><li>• co-ordinating all Board and Board Committee meetings including agendas, board papers and communication with the stock exchange and other regulatory agencies as well as oversight on overall secretarial functions of IPB Group; and</li><li>• ensuring minutes of meetings accurately reflect the deliberations and decisions of the Board, including whether any Director abstained from voting or deliberating on a particular matter.</li></ul>
<b>Explanation for departure</b>	:	N/A

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

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

**Intended Outcome**

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

**Practice 1.5**

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>All Directors are provided with an agenda and a set of Board papers containing information relevant to the business of the meeting, including information on financial, operational and corporate matters prior to Board meetings. Members of the Committee are also provided with the meeting agenda and relevant papers submitted by management to enable full deliberation on the issues to be considered at the respective meetings. Minutes of the Board and Committees' meetings are circulated to all Board members.</p> <p>For each Board and Committee meeting, the meeting papers are, to the extent feasible, provided/made available 5 working days prior to each Board meeting so that Directors have sufficient time to read and understand the information and obtain further information, clarification or explanation, where necessary. Minutes of meetings are circulated to all Board members on a timely manner (within 10 working days).</p>
<b>Explanation for departure</b>	:	N/A
<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 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>	:	The Board has adopted a Board Charter which serves as a source of reference and primary induction literature, providing insights to prospective Board members and senior management. The Board Charter will be periodically reviewed and updated in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the Board's responsibilities.  Details of the Board Charter are available for reference on IPB's website.
<b>Explanation for departure</b>	:	N/A
<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 Company has adopted a code of ethics which applies to Directors, officers and employees of the Group and is available on the Company's website.</p> <p>The Board of Directors of IPB continues to adhere to the Code of Ethics for Company Directors issued by the Companies Commission of Malaysia ("Code of Ethics").</p> <p>The Board is ultimately responsible for the implementation of this Code of Ethics. The Board has delegated to the Nomination Committee the responsibility to administer this Code of Ethics. Directors who learn of or suspect that a violation of the Code of Ethics has occurred or is likely to occur must immediately report the violation to the Chairman of the Nomination Committee, or to any other member of the Nomination Committee. In the case of issues regarding the Company's financial statements, financial reporting, accounting, auditing matters or internal accounting controls, it will be reported to the Chairman of the Audit Committee. If a Director is unsure whether a violation should be reported to the Nomination or the Audit Committee, he or she is encouraged to report to both Committees. Directors who report violations or suspected violations in good faith will not be subject to retaliation of any kind. Reported violations will be treated confidentially to the extent possible.</p> <p>Alleged violations of the Code of Ethics shall be investigated by the Nomination Committee and may result in discipline and other action at the discretion of the Board upon recommendation of the Nomination Committee, including, where appropriate, removal from the Board. The Board is ultimately responsible for the investigation and resolution of all issues that may arise under this Code of Ethics.</p> <p>IPB Employee's Code of Ethics guides the employee's conduct in the workplace, business conduct when dealing with external parties, key</p>

	<p>issues such as conflict of interests, bribery, confidentiality and privacy as well as protection and proper use of IPB’s assets and resources. All employees are expected to observe and adhere to the highest standard of professional conduct and to maintain the Group’s reputation for integrity and professionalism.</p> <p>In addition to the Code of Ethics, IPB has also published the Anti-Bribery and Anti-Corruption (“ABAC”) Policy in May 2020. The ABAC Policy sets out IPB’s position on bribery and matters of corruption that might be encountered by IPB in its day to day operations.</p> <p>Details of ABAC Policy are available on IPB’s website.</p> <p>The Company conducts awareness programmes in collaboration with Human Resources department to all employees on the compliance requirements, the impact of non-compliance and the obligations to comply with this policy. The awareness programmes which are conducted through seminars, in-house training, email communications, banner and poster will continue to be conducted periodically to update the employees on the new or latest version of the policy.</p>	
<p><b>Explanation for departure</b></p>	<p>:</p> <p>N/A</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

**Intended Outcome**

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>	:	As part of best practices in good corporate governance, a Whistle-Blowing Policy has been established by the Board that outlines the principles underpinning the policy and grievance procedures. This policy provides an avenue for employees to report genuine concerns about malpractices, unethical behaviour or misconduct within the Group without fear of reprisal. Identity of the employee will not be disclosed without prior consent. Any concerns raised will be investigated and outcome of such investigation will be reported to the Board and appropriate action will be taken to resolve the issue.  Details of whistle-blowing channel are available on IPB's website.  Details of Grievance procedures are set out in the IPB Corporate Governance Guidelines.
<b>Explanation for departure</b>	:	N/A
<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>	:	Departure	
<b>Explanation on application of the practice</b>	:	N/A	
<b>Explanation for departure</b>	:	Even though the numbers of Independent Directors of the Company do not meet the Code recommendation, the Board formed the view that it is still able to exercise objective judgment on business and corporate affairs, independent from management because of active participation and engagement of the Independent Directors during the Board and Board Committee meetings.	
		Board discussions are always robust and constructive suggestions have been given by both Independent Non-Executive Directors and Non-Independent Non-Executive Directors.	
<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>	:	Not applicable - No independent director(s) serving beyond 9 years	
<b>Explanation on application of the practice</b>	:	Datuk Hj Majin bin Hj Ajing who had served the Board as Independent Non-Executive Director for more than 12 years, decided to retire at the conclusion of the last AGM held on 21 May 2019. Datuk Jaswant Singh Kler who had also served the Board as Independent Non-Executive Director for the past 12 years, decided to retire from the Board on 14 August 2019. Thereafter, no other independent directors have been serving beyond 9 years.	
<b>Explanation for departure</b>	:	N/A	
<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>	:	N/A

**Intended Outcome**

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

**Practice 4.4**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is committed to ensuring diversity in its composition and embraces the proposition that having a diverse Board would have a positive, value-adding impact on the Company.</p> <p>While the Board acknowledges the importance of boardroom and senior management diversity, appointments to the Board and senior management positions shall always be based on objective criteria and merit, having due regard for diversity in business experience, skills, qualifications, integrity, age, gender, knowledge and other soft attributes which are the essential element in supporting the attainment of the Company's objectives.</p> <p>The Company practices equal employment opportunities for all qualified individuals to create a workforce that is fair and inclusive and seeks to retain and attract the best people to do the job.</p> <p>We reward and promote our people based on assessment of individual performance, capability and potential. We are committed to providing opportunities that allow individuals to reach their full potential irrespective of individual background or difference.</p>
<b>Explanation for departure</b>	:	N/A
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 4.5

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

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:	N/A	
<b>Explanation for departure</b>	:	The Board does not have a specific policy on setting targets for women candidates and ethnicity as the Board believes that it is of utmost importance that the Company has an effective composition of the Board to discharge their duties effectively in the best interest of the Company and shareholders. The Board believes that while it is important to promote gender diversity, it should not set a target just to fill the required vacancy for gender diversity as the over-riding criteria for selection should be based on an effective blend of competencies, skills, experience and knowledge in areas identified by the Board.	
		As and when vacancy arises, gender diversity will be a key criteria in our selection consideration.	
<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 4.6**

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>	:	Apart from referrals from Directors and major shareholders, the Nomination Committee will also explore external sources to identify suitably qualified candidates when vacancy arises.	
<b>Explanation for departure</b>	:	N/A	
<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 Chair of the Nomination Committee is held by a Senior Independent Director.</p> <p>The Board has established a Nomination Committee which comprises wholly of two Independent Non-Executive Directors. Terms of reference of the Nomination Committee are set out in the IPB Corporate Governance Guidelines.</p>	
<b>Explanation for departure</b>	:	N/A	
<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 effectiveness of the board is vital to the success of the Group and Company undertakes a formal evaluation each year in order to assess the effectiveness of the Board and Audit Committee.</p> <p>During the financial year 2019, an annual assessment of the effectiveness of the board as a whole, individual directors, Board Committees, the Audit Committee and independence of its independent directors were conducted. The assessment is led by the Nomination Committee's Chairman and supported by the Company Secretary. The annual assessment is considered by the Nomination Committee, which then make recommendation to the Board to discharge its duties and responsibilities.</p> <p>The assessment of the Board is based on five main areas relating to Board composition and competencies, Board succession, Board meeting organisation and effectiveness, Board Chairman's roles and responsibilities and Board effectiveness. Amongst the most important criteria for evaluating board performances are:</p> <ul style="list-style-type: none"><li>• individual Board member's understanding of the Company's mission and strategic plan;</li><li>• Board members' understanding and knowledge of the Company's business;</li><li>• time commitment in deliberation and meaningful participation in the Board meetings; and</li><li>• Board meetings are conducted in a manner that allows for open and constructive communication, encourages focused discussions, critical questioning and the expression of various viewpoints and timely resolution of issues related to the Board meetings.</li></ul> <p>The assessment criteria for Board Committees includes the Board Committees' structure and composition, roles and responsibilities, meetings and communication as well as the collective skills and</p>

expertise of the Committee members.

For individual Director's evaluation, the assessment criteria include abilities and competencies, calibre and personality, objectivity and contribution to the activities of the Board and Board Committees.

Each member of the Nomination Committee receives the Board performance evaluation questionnaires and separate Committee performance evaluation forms. The assessment of the Nomination Committee's performance shall be carried out by individual members of the Nomination Committee. All Board members are required to assess their own performance by completing the Director's performance evaluation form.

The Company Secretary shall compile the results for submission to the Nomination Committee for review and assessment. The Chairman of the Nomination Committee shall then report the findings and/or recommendations to the Board. All assessments and evaluations carried out by the Nomination Committee in the discharge of all its functions are properly documented and kept confidential.

The performance of those Directors who are subject to re-election at the next AGM are assessed by the nomination Committee whereupon recommendations are submitted to the Board for decision on the tabling of the proposed re-election of the Directors concerned for shareholders' approval. In accordance with the Company's Articles of Association, all Directors shall retire from office once at least in each three years, but shall be eligible for re-election. A Director seeking re-election will abstain from all deliberations regarding his re-election to the Board.

During 2019, the Nomination Committee reviewed the required mix of skills, experience and other qualities, including core competencies which Non-Executive Directors should bring to the Board and was of the view that current composition of Non-Executive Directors reflects a good mix of Directors with diverse professional backgrounds and a wide range of experiences in business, finance and general management that contributes effectively in leading and directing the management and affairs of the Group.

The Nomination Committee also evaluated the effectiveness of the Board as a whole, the various Committees and assessing the contribution of each individual Director. Good and effective communications were established among Board members and Board Committee members on official and unofficial basis and major policies and corporate proposals are vigorously debated and scrutinised before putting to a vote. All members of the Board and the Committees have been diligent and exercised due reasonable care in discharging their duties and responsibilities. All Directors are firmly committed to ensure that the corporate governance standards are adhered to.

An assessment of independence of the Independent Directors was conducted whereby the Nomination Committee reviewed and was satisfied that the Independent Directors continued to exercise independent and objective judgement and acted in the interest of the Company and its stakeholders.

The Nomination Committee also reviewed and made recommendations to the Board of the following:

- (1) re-election of the retiring Directors at the forthcoming AGM for shareholders' approval; and

changes to the composition of the Board and Board Committee including chairmanship of the various committees and the appointment of directors.

- (2) considered and discussed the suitability of Datu Rafee Bin Datu Makling and Encik Lim Ted Hing as Independent Non-Executive Directors, Encik Mohd Hattah Bin Ja'afar as Non-Independent Non-Executive Director, Encik Tan Aik Kiong and Encik Ng Chee Fen as Executive for appointment to the Board based on a set of prescribed criteria and their abilities to discharge their responsibilities as an independent and non-independent directors.

- (3) assessed directors' training needs to ensure all Directors receive appropriate continuous training programmes in order to keep abreast with the latest development in the market place and with changes in the statutory and regulatory requirements. The following are the various seminars, briefing, talk, dialogue and/or workshop attended by all Directors in 2019 either collectively or individually:

<b><i>Title of training</i></b>	<b><i>Type of training</i></b>	<b><i>No. of days/hours spent</i></b>
• Corporate Governance Framework of Listed Company and Key Players	Workshop	2 days
• Mandatory Accreditation Programme	Seminar	2 days
• Fundamentals of Corporate Directorship- The Role of the Board in Strategy and Risk Management Oversight	Seminar	1 day
• 11th Durian Training Course for Immature Planting	Seminar	1 day
• Evaluating Effective Internal Audit Function- Audit Committee's Guide on How	Seminar	1 day

		To		
		• 1st Annual Renewable Energy Conference 2019	Seminar	2 days
		• MPOB International Palm Oil Congress & Exhibition (PIPOC)	Seminar	3 days
		• WOBIC Conference	Conference	3 days
		• Agriculture-Financial Reporting Requirements	Seminar	1 day
		• 2020 Budget and Tax Conference	Seminar	½ day
		• International Conference on Heart of Borneo	Conference	2 days
		• Dialogue Session on Investment with Public Listed Companies	Dialogue	½ day
		• Programme Advisory Committee (PAC) Seminar 2019	Seminar	1 day
		• IMF World Economic Outlook (WEO) Report	Conference	1 day
		• Empowering Good Governance- Leading The Way For Higher Education Institution in Malaysia	Conference	1 day
		• Companies Act 2016 - New and Revised Practices and Procedures	Seminar	1 day
		• Compliance Insights- Past Lesson and Future Directors	Seminar	1 day
		• The Malaysian Private Equity Forum 2019	Forum	1 day
		• Workshop on Corporate Liability Act	Workshop	1 day
		The Board will consider appointment of independent experts for Board evaluations.		
<b>Explanation for departure</b>	:	N/A		
<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 Company has established a formal remuneration policy for the Directors and senior management. The policies and procedures are periodically reviewed and made available on the Company's website at <a href="http://www.innoprise.com.my">www.innoprise.com.my</a>.</p> <p>The Remuneration Committee assists the Board in determining a remuneration framework or broad policy for Executive Directors and senior management staff at director level. The Remuneration Committee may obtain professional advice and any other information necessary in determining the remuneration framework.</p> <p>The Board as a whole determines the remuneration package of Non-Executive Directors including Non-Executive Chairman, taking into consideration of fee levels and trends for similar positions in the market, time commitment required from the Director as well as any additional responsibilities undertaken by such Director. The Non-Executive Directors abstain from discussing their own remuneration.</p> <p>Decisions on remuneration for senior management are made through a transparent and independent process taking into consideration of market practices, demand for personnel with specific qualification, experience and evaluation of their performance.</p>
<b>Explanation for departure</b>	:	N/A
<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 6.2**

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>	:	The Remuneration Committee annually reviews the remuneration package of directors and senior management taking into consideration their level of responsibilities and performance. Remuneration of executive directors is also linked to the financial performance of the Group.	
<b>Explanation for departure</b>	:	N/A	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 7.1

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

<b>Application</b>	:	Applied																																																																																													
<b>Explanation on application of the practice</b>	:	<p>The remuneration received by each of the Directors in 2019 is set out in the tables below:-</p> <table border="1"> <thead> <tr> <th rowspan="3"></th> <th colspan="4">Total per annum for the financial year ended 31 December 2019</th> </tr> <tr> <th colspan="4">Group</th> </tr> <tr> <th>Fees RM'000</th> <th>Salaries and Bonus RM'000</th> <th>Allowance RM'000</th> <th>Other Emoluments RM'000</th> </tr> </thead> <tbody> <tr> <td><b>Executive Directors</b></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Tan Aik Kiong</td> <td></td> <td>352</td> <td>1</td> <td>43</td> </tr> <tr> <td>Ng Chee Fen</td> <td></td> <td>118</td> <td>1</td> <td>14</td> </tr> <tr> <td>Datuk (Dr.) Kelvin Tan Aik Pen*</td> <td>-</td> <td>372</td> <td>1</td> <td>22</td> </tr> <tr> <td>Lim Fook Hin*</td> <td>-</td> <td>298</td> <td>1</td> <td>17</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Non-Executive Directors</b></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Datu Rafee Bin Datu Makling</td> <td>79</td> <td>-</td> <td>3</td> <td>-</td> </tr> <tr> <td>Lim Ted Hing</td> <td>14</td> <td>-</td> <td>1</td> <td>-</td> </tr> <tr> <td>Mohd Hattah Bin Ja'afar</td> <td>22</td> <td>-</td> <td>1</td> <td>-</td> </tr> <tr> <td>Datuk Hj. Othman Bin Walat</td> <td>48</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Asgari Bin Mohd Fuad Stephens</td> <td>36</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Datuk Hj. Majin Hj. Ajing*</td> <td>56</td> <td>-</td> <td>3</td> <td>-</td> </tr> <tr> <td>Datuk Jaswant Singh Kler*</td> <td>22</td> <td>-</td> <td>4</td> <td>-</td> </tr> <tr> <td>Puan Hajah Ainahwati Binti Abd Sani*</td> <td>14</td> <td>-</td> <td>2</td> <td>-</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>291</b></td> <td><b>1,140</b></td> <td><b>18</b></td> <td><b>96</b></td> </tr> </tbody> </table> <p>* Resigned/retired during the year</p>		Total per annum for the financial year ended 31 December 2019				Group				Fees RM'000	Salaries and Bonus RM'000	Allowance RM'000	Other Emoluments RM'000	<b>Executive Directors</b>					Tan Aik Kiong		352	1	43	Ng Chee Fen		118	1	14	Datuk (Dr.) Kelvin Tan Aik Pen*	-	372	1	22	Lim Fook Hin*	-	298	1	17						<b>Non-Executive Directors</b>					Datu Rafee Bin Datu Makling	79	-	3	-	Lim Ted Hing	14	-	1	-	Mohd Hattah Bin Ja'afar	22	-	1	-	Datuk Hj. Othman Bin Walat	48	-	-	-	Asgari Bin Mohd Fuad Stephens	36	-	-	-	Datuk Hj. Majin Hj. Ajing*	56	-	3	-	Datuk Jaswant Singh Kler*	22	-	4	-	Puan Hajah Ainahwati Binti Abd Sani*	14	-	2	-	<b>TOTAL</b>	<b>291</b>	<b>1,140</b>	<b>18</b>	<b>96</b>
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<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 7.2

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

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	N/A
<b>Explanation for departure</b>	:	<p>Remuneration of 2 senior management who are also Executive Directors have already been disclosed on named basis. However, the Board is of the view that disclosure of remuneration of other senior management staff on named basis will be detrimental to the Company's business interests, given the competitive human resource environment for personnel with the requisite knowledge, expertise and experience in the Company's business activities, where poaching has become common practice. Hence, such disclosure of specific remuneration information may give rise to recruitment and talent retention issues.</p> <p>The Company further believes that the interest of the shareholders will not be prejudiced as a result of such non-disclosure of the identity and remuneration of the Company's top senior management personnel who are not Directors.</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>	:	

**Intended Outcome**

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

**Practice 7.3 - Step Up**

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

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

**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 Chairman of the Audit Committee is not the Chairman of the Board.</p> <p>Members of the Audit Committee, including the Chairman were appointed by the Board based on the recommendation of the Nomination Committee. Under the terms of reference of the Audit Committee which are set out in the IPB Corporate Governance Guidelines, the Chairman must be an Independent Director. No Alternate Director is allowed to be appointed as a member of the Audit Committee.</p> <p>Composition of the Committee may be reshuffled by the Board on the recommendation of the Nomination Committee, as and when required.</p> <p>The terms of reference of the Audit Committee will be periodically reviewed and updated and is available on the Company's website.</p>
<b>Explanation for departure</b>	:	N/A
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 8.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>Since the Company's inception, it has never appointed any former key audit partner as its Audit Committee member.</p> <p>In line with best corporate governance practice, the Audit Committee's terms of reference have been updated to include a policy requiring a former key audit partner to observe a cooling-off period of at least 2 years before being appointed as a member of the Audit Committee.</p>	
<b>Explanation for departure</b>	:	N/A	
<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>Based on the policies and procedures established, the Audit Committee is responsible to review the performance of the external auditors on an annual basis based on the following four (4) key areas after completion of the year-end audit:</p> <ul style="list-style-type: none"><li>i) quality of service;</li><li>ii) sufficiency of resources;</li><li>iii) communication with management; and</li><li>iv) independence, objectivity and professionalism</li></ul> <p>The Audit Committee may request the Managing Director and/or Chief Financial Officer to join the assessment.</p> <p>The Audit Committee is also responsible to review all the non-audit services provided by the external auditors and the aggregate amount of fees paid to them based on the policy and procedures on provision of non-audit services established by the Board. In respect of recurrent non-audit services such as reviewing the Statement of Internal Control, the threshold for the annual total expenditure will be set in advance by the Audit Committee. Any fees for recurring services in excess of the threshold set must be approved by the Audit Committee in advance of the expenditure being incurred. Approval for any other permitted non-recurrent non-audit services has to be sought from the Audit Committee on a case by case basis. All requests for such services must include a detailed description of the services to be rendered and an outline of the maximum fee. This policy is regularly reviewed and states that the Company will only use the appointed external auditors for non-audit services in cases where these services do not conflict with the auditor's independence.</p> <p>The Audit Committee accepts that certain work of a non-audit nature is best undertaken by the external auditors and appointments are made taking into consideration of their expertise and cost.</p> <p>Written confirmation of independence have been provided by the external auditors to the Audit Committee before the commencement of and after the completion of the year-end audit for 2019 that they are and have been independent throughout the conduct of the audit</p>

	<p>engagement in accordance with the terms of all relevant professional and regulatory requirements.</p> <p>The Audit Committee had in April 2020 evaluated the performance of the external auditors based on the 4 key areas as mentioned above and feedback obtained from management who had substantial contact with the external audit team throughout the year. The Audit Committee also took into consideration the openness in communication and interaction with the lead audit engagement partner and engagement team through discussions at private meetings which demonstrated their independence, objectivity and professionalism. Further information on the Audit Committee's activities is disclosed in the Annual Report 2019 under Audit Committee report.</p> <p>The Audit Committee was satisfied with the suitability of the external auditors based on the quality of services and sufficiency of resources they provided to the Group. The Audit Committee was also satisfied that the provision of the non-audit services was not in conflict with the role of the external auditors or their independence and the amount of fees paid for these services was not significant when compared to the total fees paid to the external auditors. Details of fees paid or payable to the external auditors for audit and non-audit services performed during the year are set out in the Additional Compliance Information of the Annual Report 2019.</p> <p>The Audit Committee concluded that the relevant independence of Messrs Ernst &amp; Young PLT continued to be met. Accordingly, the Audit Committee unanimously recommended to the Board that a resolution for the re-appointment of Messrs Ernst &amp; Young PLT as the Company's auditors be proposed to shareholders for approval at the forthcoming AGM and the Board has accepted and endorsed this recommendation.</p>
<p><b>Explanation for departure</b></p>	<p>: N/A</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p><b>Measure</b></p>	<p>:</p>
<p><b>Timeframe</b></p>	<p>:</p>

**Intended Outcome**

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

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 8.5

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>All Audit Committee members possess a wide range of necessary skills, financially literate and able to read, analyse, interpret and understand financial statements to discharge their duties effectively. As of 14 August 2019, the Chairman of the Audit Committee is a member of the Malaysian Institute of Accountants (MIA).</p> <p>All members of the Audit Committee have the necessary financial experience and commercial expertise and skills required to meet their responsibilities and provide an effective level of challenge to management.</p> <p>All members of the Audit Committee undertake continuous training and development as detailed in the Audit Committee Report set out in the Annual Report 2019.</p> <p>To ensure the Audit Committee is able to discharge its duties and responsibilities according to its terms of reference, the Nomination Committee has been assigned to conduct a comprehensive assessment of the effectiveness and contribution of each Audit Committee members on an annual basis and the findings/recommendations are reported to the Board for decision.</p> <p>All Audit Committee members are encourage to continuously update or enhance their knowledge of relevant accounting, auditing, industry and other regulatory requirements so as to keep abreast on various issues facing the changing business environment within which the Group operates to effectively discharge their duties.</p>
<b>Explanation for departure</b>	:	N/A

<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 9.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<ul style="list-style-type: none"> <li>• A Risk Management Committee has been set up</li> <li>• Enterprise Risk Management Framework has been established</li> <li>• Board of Directors retains overall risk management responsibility</li> <li>• Board of Directors performs risk oversight and delegate day to day decisions to Managing Director/Senior Management</li> <li>• Internal controls are being reviewed by the Board of Directors through the Audit Committee to whom the Internal Audit directly reports</li> <li>• Presence of Control Environment with structure, reporting lines, authorities and responsibilities</li> <li>• Controls activities are selected, developed and deployed through policies and procedures</li> <li>• Internal Audit reports directly to Audit Committee</li> </ul>
<b>Explanation for departure</b>	:	N/A
<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>	:	<ul style="list-style-type: none"> <li>• Risk management policy and procedures were duly approved and adopted</li> <li>• Clearly documented Standard Operating Procedures (“SOPs”) on key aspects and processes are in place</li> <li>• Formal organisation structure to govern its operations and its day to day management is in place</li> <li>• Internal control, system of check and balance, and documented authority limits have been established. These are also audited and tested by Internal Audit Department for any departure.</li> <li>• The establishment and maintenance of Group Internal Audit function to assist in providing assurance on the adequacy of its internal control system</li> <li>• The Group Internal Audit function reports directly to the Audit Committee through the presentation of audit report on a quarterly basis</li> <li>• Internal Audit conducts subsequent follow up review to ensure Management has undertaken corrective and preventive measures accordingly</li> <li>• Controls are evaluated and reported with deficiencies highlighted</li> <li>• SOPs are subject to review to cater for changes in risk and processes.</li> </ul>
<b>Explanation for departure</b>	:	N/A

*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 9.3 - 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> :	Not Adopted
<b>Explanation on adoption of the practice</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 10.1**

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 Company has established an internal audit function which reports directly to the Audit Committee. The internal audit department communicates regularly with the members of the Audit Committee and the Head of Internal Audit is invited to attend meetings of the Audit Committee. Internal audit activities, all of which are risk-based, are performed by qualified and experienced employee.</p> <p>In addition, Innoprise Corporation Sdn Bhd, the controlling shareholders send their internal audit team to undertake audit work and a comprehensive review of the company's control system and risk management framework.</p> <p>The Audit Committee shall review any appraisal or assessment of the performance of members of the internal audit function. In evaluating the internal audit, the Audit Committee shall assess its effectiveness against agreed performance criteria such as:</p> <ul style="list-style-type: none"> <li>• the overall comprehensiveness of the internal audit plan and its relationship to the strategic objectives of the Company;</li> <li>• timely delivery of internal audit services in accordance with the plan; and</li> <li>• the competency of internal audit staff and adequacy of resources to achieve the scope as outlined in the plan.</li> </ul> <p>The Internal Audit carries out its duties and responsibilities in accordance with the terms of reference set out in the IPB Corporate Governance Guidelines. To provide for the independence of the Internal Audit Department, the Head of Internal Audit reports directly to the Audit Committee. The Head of Internal Audit will have direct access to the Audit Committee and will take directly to the Chair of the Audit Committee, any matter that is believed to be of sufficient magnitude and importance to require immediate attention of the Audit Committee.</p> <p>To maintain its independence, the Internal Audit Department will have no direct operational responsibility or authority over any of the activities under scope. Accordingly, it will not develop nor install systems or procedures, prepare records or engage in any other activity</p>

	<p>that would normally be audited.</p> <p>The Audit Committee has also reviewed the performance appraisal of the Head of Internal Audit and was generally satisfied with the performance of the internal audit function. Further information on the Internal Audit's activities is disclosed in the Annual Report 2019 under Audit Committee report.</p>	
<b>Explanation for departure</b>	:	N/A
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

Companies 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 Company has received declarations from the internal audit personnel confirming that they are free from any relationships or conflicts of interest.</p> <p>The Head of Internal Audit, Ms Aggie Chin Shin Hang, holds Bsc (Hons) in Applied Accounting from Oxford Brookes University, UK and currently she is a member of the Association of Chartered Certified Accountants (ACCA). She joined two (2) public listed companies at senior position before joining IPB. She also has experience as an external auditor.</p> <p>The activities of the Internal Audit function are guided by terms of reference of internal audit set out in the IPB Corporate Governance Guidelines and annual audit plan that are approved by the Audit Committee.</p> <p>The Internal Audit function is carried out in accordance with The International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors (“IIA”).</p>
<b>Explanation for departure</b>	:	N/A
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

There is 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>Details on the stakeholders engagement can be found on our Sustainability Statement of year 2019.</p> <p>IPB values the dialogue with shareholders and appreciates the keen interest of shareholders on the Group's performance. In this regard, Ng Chee Fen has been appointed as the person responsible for communication with shareholders and other stakeholders of the Company.</p> <p>Members of the Board, the external auditors and representatives from the share registrars of the Company are present to answer questions raised at the meeting.</p> <p>IPB website provides all relevant information on IPB and is accessible by the public. IPB has dedicated a section on the website to its investors where media releases, quarterly and annual financial statements, announcements, annual reports and circular to shareholders are made available for review.</p> <p>Corporate information and communication and engagement with stakeholders are made through various platforms and media including the Company's website and announcements made via Bursa LINK.</p> <p>The Company has adopted a Corporate Disclosure Policy and Procedures that outlines the policies and processes for communications with shareholders, analysts and investors to ensure that the communications are effective and comply with the applicable laws, rules and regulations.</p>
<b>Explanation for departure</b>	:	N/A
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

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

**Intended Outcome**

There is 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>	:	N/A
<b>Explanation for departure</b>	:	The Board is of the view that the Company is currently not in the position to undertake integrated reporting due to rather extensive demand on management time correspondent to changes in corporate governance reporting, sustainability statement and new accounting standards (MFRS). Once these issues have been stabilised, the Board would start looking at the building block towards integrated reporting.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	<p>At present, the Board is of the view that the Company's Annual Report is comprehensive enough for stakeholders to make informed decisions.</p> <p>The current Annual Report provides stakeholders with a fairly comprehensive overview on the Company's financial and non-financial information. Components such as Management Discussion &amp; Analysis, Corporate Governance Overview Statement and Statement on Risk Management and Internal Control form an integral part of the non-financial information.</p> <p>Information is also provided on the trends, outlook and prospects of the Group.</p>
<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 12.1**

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>	:	The Notice of the 26 <sup>th</sup> AGM, giving at least 28 days notice prior to AGM will be issued and despatched to shareholders in due course.	
<b>Explanation for departure</b>	:	N/A	
<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>	:	At the last AGM held on 21 May 2019, the entire board of directors were present in person to engage directly with shareholders. The Chairman of the Audit Committee, Nomination Committee, Risk Management and Remuneration Committee was available to provide meaningful response to any question raised by shareholders.	
<b>Explanation for departure</b>	:	N/A	
<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>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>It is not the Company’s practice to hold general meetings in remote locations. For the past 6 years, the Company has exercised its best endeavour to hold its general meetings at the same venue, i.e., Royale Borneo Hotel (formerly known as Promenade Hotel), Tawau as most shareholders were familiar with the venue which was easily accessible.</p> <p>In addition, the Company’s Constitution allows its shareholders to appoint representatives or proxy/proxies to vote on their behalf in their absence provided that the proxy form is deposited at the registered office of the Company at least 48 hours before the general meetings.</p>
<b>Explanation for departure</b>	:	N/A
<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 PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

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

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