

GEORGE KENT (MALAYSIA) BERHAD

Registration No. 195101000005 (1945-X)

BOARD CHARTER

1. Purpose of the Board Charter

- 1.1. This Board Charter sets out the principles for the operation of the Board of Directors (“Board”) of George Kent (Malaysia) Berhad (“GKM” or “the Company”) and its subsidiaries (“the Group”) and describes the functions of the Board and those functions delegated to Management of the Company.

The Board has a primary responsibility to its shareholders for the welfare of the Company. The Board is also responsible for guiding and monitoring the businesses and the affairs of the Company. The Company in-turn recognises the importance of the Board in providing policy guidelines for a sound base for good corporate governance in the operations of the Company.

This Board Charter is established to promote high standards of corporate governance and is designed to provide guidance and clarity for Directors and management with regards to the role of the Board and its committees. This Board Charter does not overrule or pre-empt the statutory requirements and other relevant statutes. This Board Charter shall form an integral part of each Director’s duties and responsibilities.

2. Composition of the Board

- 2.1. The Board shall be of a size and composition with the benefit of diversity in perspectives and skills to understand and deal with the current and emerging issues of the business of the Company and to make objective decisions in the best interest of the Company.
- 2.2. In accordance with Paragraph 15.02 of the Bursa Malaysia Securities Berhad’s Main Market Listing Requirements, the number of Independent Directors should make up of at least two or one-third, whichever is higher, of the Board. To further assert independence element and enhance oversight role to the Board, Malaysian Code on Corporate Governance (“MCCG”) recommends that at least half of the Board comprises Independent Directors.
- 2.3. The appointment of a new member to the Board will be made after taking into consideration the recommendation of the Nominating Committee and it is of essence of the Board to ensure high levels of professional skills and appropriate personal qualities are pre-requisites for such nominee. Such nominee’s fit and properness, experience and competency, calibre and personality, and time commitment and contribution shall be assessed and considered.

GEORGE KENT (MALAYSIA) BERHAD

Registration No. 195101000005 (1945-X)

- Board Charter

- 2.4. The Board recognises the importance of having a clearly accepted division of power and responsibilities at the head of the Company to ensure a balance of power and authority. The Board currently comprise of one (1) non-Independent Executive Chairman, two (2) non-Independent non-Executive Directors and two (2) Independent non-Executive Directors. The role of the Executive Chairman is clearly defined.
- 2.5. A Director of the Company shall not hold more than five (5) directorships in listed companies, as required under Paragraph 15.06(1) of the Listing Requirements. The Directors of the Company shall be able to devote the required time to serve the board effectively, considering the existing board positions held by the Director, including on boards of non-listed companies.
- 2.6. The tenure of an Independent Director shall not exceed a term limit of nine years. Upon completion of the nine (9) years, the Independent Director may either retire or continue to serve on the Board subject to the Director's re-designation as a Non-Independent Director. The Board may, in exceptional cases and subject to the assessment of the Nominating Committee on an annual basis, recommend for an Independent Director who has served for more than nine years to remain as an Independent Director, subject to Shareholders' approval.

3. Role of the Board

- 3.1. The Board shall assume ultimate accountability and responsibility for the performance and affairs of the Company and shall in so doing effectively represent and promote the legitimate interests of the Company and its shareholders. The Board, at all times, shall retain full and effective control over the Company and shall direct and supervise the business and affairs of the Company.
- 3.2. The Board shall ensure that Management has in place appropriate processes for risk assessment, management and internal controls and monitoring performance against agreed benchmarks. The Board shall work with Senior Management as collaborators in advancing the interests of the Company.
- 3.3. The Board reserves a formal schedule of matters for its decision to ensure that the direction and control of the Group is firmly in its hands. This includes:
 - Strategic issues and planning, including sustainability, annual budget, business continuity plan and business restructuring
 - Material acquisitions and disposal of assets
 - Capital expenditures above certain limit
 - Authority levels
 - Risk management policies and activities
 - Approval of the Group's and Company's financial statements
 - Approval for the financing and borrowings
 - Any matters as may be required by the applicable laws and regulations

GEORGE KENT (MALAYSIA) BERHAD

Registration No. 195101000005 (1945-X)

- Board Charter

- 3.4. The Board shall delegate certain responsibilities to Committees which operate in accordance with Charter approved by the Board and delegate the day to day operation & management of the Business of the Group to the Management subject to an agreed authority limit.
- 3.5. The principal responsibilities of the Board, amongst others, include:
- reviewing, adopting and monitoring strategic plan including setting performance objectives and approving operating budgets for the Group and ensuring that the strategies promote sustainability;
 - overseeing the conduct of the Company's business and build sustainable value for Shareholders;
 - reviewing the procedures to identify principal risks and ensuring the implementation of appropriate internal controls and mitigation measures;
 - succession planning, including appointing, assessing, training, fixing the compensation of and where appropriate, replacing senior management;
 - developing and implementing a Corporate Disclosure Policy (including an investor relations programme or shareholder communications policy) for the Group;
 - reviewing the adequacy and the integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
 - monitoring and reviewing management processes aimed at ensuring the integrity of financial and other reporting;
 - ensuring that the Company's financial statements are true and fair and conform with the accounting standards;
 - monitoring and reviewing policies and procedures relating to occupational health and safety and compliance with relevant laws and regulations; and
 - ensuring that the Company adheres to high standards of ethics and corporate behaviour.

- 3.6. In overseeing the conduct of the Group's Business, the Board shall ensure that an appropriate financial planning, operating and reporting framework as well as an embedded risk management framework is established. Elements under this combined framework include the Business Plan, the budget, financial statements, divisional strategic/performance reviews reports and risk management reports.

4. Role of the Executive Chairman ("Chairman")

The Chairman carries out a leadership role in the conduct of the Board and its relations with the shareholders and other stakeholders. The key roles and accountabilities of the Chairman, amongst others, are as follows:

- leads the Board in the oversight of management;
- provides Board leadership, strategic oversight, corporate governance, stakeholder engagement, performance monitoring, risk management, and financial oversight;
- develops corporate strategies for the Group;
- presides at the Board and general meetings;
- leads the Board to ensure smooth functioning of the Board and governance structure; ensure the integrity of the governance process and issues;
- acts as a facilitator at Board meetings to ensure that no Board member dominates discussion, that appropriate discussions take place and that relevant opinions among members is forthcoming;
- facilitates the effective contribution by encouraging Board members to take an active role at Board meetings
- guides and mediates Board actions with respect to organisational priorities and governance concerns; and
- performing other responsibilities assigned by the Board from time to time.

5. Role of Senior Independent Director

5.1 The main responsibilities of the Senior Independent Director are to ensure that the views of each non-executive director are given due consideration and, where necessary, to act as an additional safeguard and to serve as a fallback point of contact for investors and shareholders when the normal channel of communication is considered to be inappropriate or inadequate.

5.2 The Senior Independent Director is primarily responsible for:-

- serving as a sounding board for Chairman;
- serving as a designated contact for consultation and direct communication with shareholders on areas that cannot be resolved through normal channels of contact with the Chairman;
- serving as the principal conduit between the Independent Directors and the Chairman on sensitive issues;

- ensuring all Independent Directors have the opportunity to provide input on the agenda, and advise the Chairman on the quality, quantity and timeliness of the information submitted by management that is necessary or appropriate for the Independent Directors to perform their duties effectively;
- chairing meetings of the Board, in the absence of the Chairman or his abstention.

6. Board Processes

Board Meetings shall be conducted in a business-like manner where all Directors are encouraged to share their views and partake in discussions.

6.1. Frequency

- 6.1.1. The Board shall meet regularly, at least on a quarterly basis. Special Board meetings shall be held in addition to the quarterly meetings as and when required. Prior notice of meetings will be given to all who are required to attend the meetings.
- 6.1.2. Board members are required to attend the Board meetings and attendance of each individual Director in the meetings held in a financial year is required to be disclosed in the Annual Report.
- 6.1.3. Other senior officers may be invited to attend for particular items within their responsibility. The Board may also invite external parties such as the auditors, solicitors and consultants as and when the need arises.
- 6.1.4. Additional formal business is dealt with as required, whether by physical, videoconferencing or telephonic meetings, as well as other electronic meetings allowed under the laws or the Company's Constitution.

6.2. Agenda

- 6.2.1. The notice of a Directors' meeting shall be given in writing at least five (5) business days prior to the meeting.
- 6.2.2. The agenda shall include, amongst others, matters specifically reserved for the Board's decision. The Board shall record its deliberation, in terms of the issues discussed, and the conclusions thereof in discharging its duties and responsibilities.

6.3. Meeting Papers

- 6.3.1. Board papers and agenda items are to be circulated at least five (5) business days prior to the meeting.
- 6.3.2. The minutes of Board meetings shall be prepared within fourteen (14) days following a Board meeting. The draft minutes shall be circulated to Directors for their review and comments. If any Director request his comment to be noted in the Minutes, the Company Secretary shall comply with the request.

6.4. Access to Information and Independent Professional Advice

- 6.4.1. All Directors have the right to access to relevant information within the Group in furtherance of their duties and responsibilities as Directors of the Company.
- 6.4.2. All Directors shall have access to the advice and services of the Company Secretary. The Board shall recognise that the Chairman is entitled to the strong and positive support of the Company Secretary in ensuring the effective functioning of the Board.
- 6.4.3. The full Board or in their individual capacity, in furtherance of their duties, shall be able to obtain an independent professional advice at the Company's expenses through an agreed procedure laid down formally.

7. Assessment of the Board's Effectiveness

- 7.1 The Board has entrusted the Nominating Committee with the responsibility for carrying out the annual assessment of Board, Committees and individual directors.
- 7.2 The Board's effectiveness is assessed in the areas of composition, administration, accountability, responsibility and conduct as well as the performance of the Chairman. The Nominating Committee examines the respective Board Committees to ascertain whether their functions and duties are effectively discharged in accordance with their respective Terms of Reference.
- 7.3 Through the Directors' self and peer assessment, the Nominating Committee evaluates the mix of skills, experience and other relevant qualities the Directors bring to the Board, and takes into account the individual director's fit and properness, contribution and performance, calibre and personality, ability to exercise independent judgement at all times and to contribute to the effective functioning of the Board. The self and peer assessment process also examines the ability of each Board and Committee member to give material input at meetings and to demonstrate a high level of professionalism and integrity in the decision-making process.

8. Company Secretary

- 8.1. The Company Secretary shall be suitably qualified, competent and capable of carrying out the duties required of the post.
- 8.2. The key role of the Company Secretary, amongst others, include:-
- provide unhindered advice and services for the Directors, as and when the need arises;
 - enhance the effective functioning of the Board;
 - ensure regulatory compliance;
 - preparing agendas and coordinating the preparation of the Board papers in a timely and effective manner;
 - ensure that Board procedures and applicable rules are observed;
 - maintaining records of the Board and ensure effective management of organisation's records;
 - preparing comprehensive minutes to document Board proceedings and ensure conclusions are accurately recorded;
 - assisting the communications between the Board and Management; and
 - providing full access and services to the Board and carrying out other functions deemed appropriate by the Board from time to time.

9. Board Committees

- 9.1. The Board reserves the right to establish Committees from time to time in the discharge of its duties and responsibilities. The Chairman of the Board shall not be the Chairman of any Board Committees.
- 9.2. Where a Committee is formed, specific terms of reference of the committee would be established to serve as a guidance note which covers matters such as the purpose, composition and functions of the committee.
- 9.3. A number of standing committees with written terms of reference has been established namely the following:

a) Audit and Risk Management Committee

The Audit and Risk Management Committee assists in providing oversight on the Group's financial reporting, disclosure, regulatory compliance and monitoring of internal control processes within the Group. The Audit and Risk Management Committee reviews the quarterly financial results, unaudited and audited financial statements, internal and external audit reports as well as related party transactions.

The Audit and Risk Management Committee also oversees the identification, monitoring and control of all risks faced by the business carried out by the companies. It provides assurance to the Board that risk control measures and mitigation actions are in existence and continually reviewed.

b) Nominating Committee

The Nominating Committee oversees matters relating to the Nominating of new Directors, annually reviews the required mix of skills, experience and other requisite qualities of Directors as well as the annual assessment of the effectiveness of the Board as a whole, its Committees and the contribution of each individual Director as well as identify candidates to fill board vacancies, and nominating them for approval by the Board.

c) Remuneration Committee

The Remuneration Committee is primarily responsible to review the remuneration package and the terms of employment of Directors and senior management.

10. The Board's Relationship with Shareholders and Stakeholders

10.1. The Board shall maintain an effective communications policy that enables both the Board and Management to communicate effectively with its shareholders, stakeholders and the general public.

10.2. It is the role of the Board to ensure that the Annual General Meeting ("AGM") and Extraordinary General Meeting ("EGM") of the Company are conducted in an efficient manner and serves as a crucial mechanism in shareholder communications. Key ingredients behind this include the supply of comprehensive and timely information to shareholders and the encouragement of active participation at the AGM.

10.3. The Board will focus its efforts on the following best practices to enhance the effectiveness of the General Meeting:

- ensure that each item of special business included in the notice to be accompanied by a full explanation of the effects of the proposed resolution;
- ensure that all resolutions set out in the notice of the General Meeting will be voted by way of poll and make an announcement of the detailed results showing the number of votes cast for and against each resolution;
- for re-election of Directors, ensures that the notice of meeting state which Directors are standing for election or re-election with a brief description to include matters such as age, relevant experience, list of directorships, date of appointment to the Board, details of participation in board committee and the fact that a particular Director is independent;

GEORGE KENT (MALAYSIA) BERHAD

Registration No. 195101000005 (1945-X)

- Board Charter

- ensure that the Chairman provides reasonable time for discussion at the meeting. Where appropriate and if required, the Chairman will also undertake to provide written answer to any significant question which cannot be answered immediately; and
- conduct a business presentation with a question and answer session, where appropriate and if required.

10.4. The Chairman shall take responsibility for addressing queries from Shareholders, stakeholders and analysts.

11. Induction Process

11.1. The objective of the induction process is to provide Directors with a rapid and clear insight into the Group as well as keeping them abreast with development in the market place pertaining to the oversight function of Directors. This will enable the Directors to discharge their duties and responsibilities effectively.

11.2. Induction of Directors may include, but not limited to, the following:

- furnishing of a copy of the previous board minutes for at least the past six (6) months; the Business/strategic plan, pertinent Management reports; profile of key competitors and significant reports by management consultants on areas of board responsibilities;
- visits to key sites; and
- a formal one (1) to two (2) day induction programme, including the elements above, and also presentations from various divisions on their strengths, weaknesses and ambitions.

12. Directors' External Commitments and Conflict of Interest

12.1. The Company's Constitution stipulates that a Director who is in any way, whether directly or indirectly, interested in a contract or proposed contract with the Company shall declare his interest in accordance with the provisions of the Companies Act, 2016. The Director concerned shall not participate in deliberations and shall abstain himself from casting his votes in any matter arising thereof unless otherwise as provided for in the Constitution of the Company.

12.2. Shall there be an actual, potential or perceived conflict of interest between the Company or a related corporation and a Director, or an associate of a Director such as a spouse or other family members, or a related company, the Director involved shall make full disclosure and act honestly in the best interest of the Company.

GEORGE KENT (MALAYSIA) BERHAD

Registration No. 195101000005 (1945-X)

- Board Charter

12.3. An actual, potential or perceived conflict of interest shall not necessarily disqualify an individual Director from the Board provided that full disclosure of the interest has been made in good faith and with due honesty.

12.4. The Directors are obliged to adhere to all Conflict of Interests requirements as stipulated in the Company's Conflict of Interest Policy, the Companies Act 2016, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and other relevant regulatory guidelines.

13. Representation of the Company

13.1. The Board appoints the Chairman to speak on behalf of the Group and to manage the communication of information to investors, other stakeholders and the public in an orderly and effective manner while adhering, at all times, to relevant laws and regulatory requirements.

14. Code of Conduct & Business Ethics

14.1 The Board has formalised and maintain a set of ethical standards of behavior expected of all Directors and employees of the Group and where applicable, counterparts and business partners through the Code of Conduct & Business Ethics

15. Review

This Charter and all Board Committee Charters and Policies shall be reviewed periodically by the Board.

Date: 31 March 2025