

CORPORATE GOVERNANCE REPORT

STOCK CODE : 7153
COMPANY NAME : KOSSAN RUBBER INDUSTRIES BHD.
FINANCIAL YEAR : 31 December 2020

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - The Board is responsible for the oversight and overall effective management of the Company. - The Board Charter formalises the duties and responsibilities of the Board, the Board Committees and Management. - The roles and responsibilities of the Board as set out in the Board Charter are clear and distinct from that of the Managing Director/Chief Executive Officer. - The Board has oversight on matters delegated to Management. - The Board's principal responsibilities include reviewing and adopting strategic plans, overseeing conduct of business, risk management and implementation of internal control procedures. - The Board has delegated specific responsibilities to the following committees: - <ul style="list-style-type: none"> a) Audit Committee ("AC") b) Risk Management Committee ("RMC") c) Nominating Committee ("NC") d) Remuneration Committee ("RC") - The powers delegated to the committees are set out in the Terms of Reference of each committee.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none">- The roles and responsibilities of the Chairman of the Board are clearly specified in the Board Charter.- The Chairman, Mohamed Shafeii Bin Abdul Gaffoor, is an independent non-executive director and is primarily responsible for matters pertaining to the Board and the overall conduct of the Company.- The Chairman is committed to good corporate governance practices and has been leading the Board towards a high performing culture.- The key responsibilities of the Chairman are clearly stated in the Board Charter and include the following: -<ul style="list-style-type: none">• sets the Board agendas and ensure Board members receive complete and accurate information on a timely basis;• leads Board meetings and discussions;• encourages active participation and allowing dissenting views to be freely expressed;• manages the interface between Board and Management;• ensures appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole; and• leads the Board in establishing and monitoring good corporate governance practices.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Chairman, Mohamed Shafeii Bin Abdul Gaffoor and the Managing Director/Chief Executive Officer, Tan Sri Dato' Lim Kuang Sia, hold separate positions and their roles and responsibilities, governed by the Board Charter, are clearly distinct to enhance the balance of power and authority.- The Managing Director/Chief Executive Officer oversees the day-to-day management of the Group and implements the decisions and policies of the Board.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - Both company secretaries of the Company are qualified to act as company secretaries under Section 235(2) of the Companies Act 2016. One is a member of the Malaysian Institute of Accountants while the other is licensed by the Registrar of Companies. Both passed the practising license issued by the Companies Commission of Malaysia (CCM). - Their responsibilities include: - <ul style="list-style-type: none"> (a) ensure compliance to listing and related statutory obligations, updates on regulatory requirements, codes, guidance and other relevant legislations; (b) ensure adherence and compliance to Board policies and procedures, rules, best practices on corporate governance. (c) attend all meetings of the members, Board and committees and ensure the proper recording of minutes of meetings; (d) ensure proper upkeep of statutory records and timely filing of returns; and (e) assist the Chairman in the preparation for and conduct of meetings, updates on regulatory requirements. - The company secretaries undertake continuous professional development to keep abreast of the latest developments. - The Board is satisfied with the performance and support rendered by the company secretaries.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - To facilitate the Directors' time planning, the annual meetings calendar is prepared and circulated in advance of each new year. The notification provides the Directors with scheduled dates of meetings of the Board, Board Committees and the Annual General Meeting. - The Board Charter provides that five (5) working days' notice be provided for each meeting, except in emergency case, where the five (5) working days' notice is dispensed with. This is to ensure Directors have sufficient time and information to make informed decisions at the meeting. - The deliberations and decisions at Board and Board Committees meetings are documented, including matters where member(s) abstained or voted against the resolution. - The Directors are provided with meeting materials which are complete and accurate within reasonable time period prior to the meeting.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied			
Explanation on application of the practice	:	<div><div><div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> 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			<ul style="list-style-type: none"> (k) Data Driven Decision in Integrated Value Creation <IR> for Corporate Directors / C- Suites 3/7/2020 (l) 4th Distinguished Board Leadership Webinar - Risks: A Fresh Look from the Board's Perspective 8/7/2020 (m) Deloitte Webinar: Cyber Strategy and Architecture 14/8/2020 (n) Deloitte Webinar: Digital Identity and Access Management 19/8/2020 (o) Deloitte Webinar: Emerging Technologies and Secure SDLC 28/8/2020 (p) BNM-FIDE FORUM Annual Dialogue with Governor of Bank Negara Malaysia 3/9/2020 (q) Deloitte Webinar: Data Privacy and Data Protection 4/9/2020 (r) Deloitte Webinar: Red Team and Safeguarding SCADA/ICS environment 11/9/2020 (s) Asia-Pacific Audit and Risk Committee Chairs' Forum 15/9/2020 (t) Deloitte Webinar: Security Operations 18/9/2020 (u) HSBC Sustainability Leadership and Corporate Responsibility 28/9-12/11/2020 (v) Corporate Lending Fraud Awareness 10/11/2020 (w) Leadership Energy Summit Asia 2020: Navigating Uncertainty with Leadership Energy in Action 16-19/11/2020 (x) A New Dawn: Cyber Security Reality 19/11/2020 (y) Board Succession Planning 23/11/2020 (z) KPMG Webinar Series: Empowering ESG Disclosures and Journey - Integrated Reporting and Assurance 4/12/2020 	
	4.	Hoh Kim Hyan	<ul style="list-style-type: none"> (a) The Financial Reporting Implications of COVID-19 6/5/2020 (b) Regional Economic Forum 4/6/2020 (c) Asia Pacific after COVID-19 10/6/2020 (d) Section 17A MACC Act 2009- A New Horizon in Malaysian Corporate Accountability 12/6/2020 (e) Data Driven Decision in Integrated Value Creation <IR> for Corporate Directors / C- Suites 3/7/2020 (f) Deloitte Webinar: Cyber Strategy and Architecture 14/8/2020 (g) Deloitte Webinar: Data Privacy and Data Protection 4/9/2020 (h) KPMG's CEO Webinar Series - Captains' Forum: Transformation towards recovery - Session 2: Operational resilience 9/10/2020 (i) KPMG's CEO Webinar Series - Captains' Forum: Transformation towards recovery - Session 3: Technology and Data 19/10/2020 (j) Climate Action: The Board's Leadership in Greening the Financial Sector 2/11/2020 (k) Fraud Risk Management 3/11/2020 (l) A New Dawn: Cyber Security Reality 19/11/2020 (m) Stakeholder Capitalism: A Vital Pandemic Agenda? 25/11/2020 (n) KPMG Webinar Series: Empowering ESG Disclosures and Journey - Integrated Reporting and Assurance 4/12/2020 (o) KPMG Webinar Series: Empowering ESG Disclosures and Journeys - Session 1: Sustainability Assurance 7/12/2020 (p) KPMG Webinar Series: Empowering ESG Disclosures and Journeys - Session 2: ESG-related risks, and why do they matter? 8/12/2020 (q) KPMG Webinar Series: Empowering ESG Disclosures and Journeys - Session 3: TCFD Awareness 10/12/2020 	
	5.	Lim Leng Bung	<ul style="list-style-type: none"> (a) A New Dawn: Cyber Security Reality 19/11/2020 (b) Digital Economy: The New Frontier 23/11/2020 (c) KPMG Webinar Series: Empowering ESG Disclosures and Journey - Integrated Reporting and Assurance 4/12/2020 (d) MIA Webinar Series: Introduction to Integrated Reporting 14/12/2020 	
	6.	Tan Kong Chang	<ul style="list-style-type: none"> (a) Glove Manufacturer 101 18/6/2020 (b) Briefing on Labour Standards Compliance for Sustainable Supply Chain 29/7/2020 	

			(c)	Regulatory Compliance for Senior Management (US FDA and EU)	11/8/2020	
			(d)	The Advantages of using MBR (Membrane Bioreactor)	10/9/2020	
			(e)	A New Dawn: Cyber Security Reality	19/11/2020	
			(f)	MIDA Online Briefing on the Importance of Manufacturing Licence and The Latest Updates on Facilities	25/11/2020	
			(g)	Digital Journey - Virtual Meeting with MDEC	23/11/2020	
		7.	Lim Ooi Chow	(a)	Regulatory Compliance for Senior Management (US FDA and EU)	11-12/8/2020
				(b)	A New Dawn: Cyber Security Reality	19/11/2020
				(c)	Digital Economy: The New Frontier	23/11/2020
				(d)	KPMG Webinar Series: Empowering ESG Disclosures and Journey - Integrated Reporting and Assurance	4/12/2020
		8.	Lim Siau Tian	(a)	Regulatory Compliance for Senior Management (US FDA and EU)	11-12/8/2020
				(b)	A New Dawn: Cyber Security Reality	19/11/2020
				(c)	Digital Economy: The New Frontier	23/11/2020
		9.	Lim Siau Hing	(a)	A New Dawn: Cyber Security Reality	19/11/2020
				(b)	Digital Economy: The New Frontier	23/11/2020
				(c)	KPMG Webinar Series: Empowering ESG Disclosures and Journey - Integrated Reporting and Assurance	4/12/2020
				(d)	MIA Webinar Series: Introduction to Integrated Reporting	14/12/2020
<ul style="list-style-type: none">- The Board Charter is reviewed annually and updated, whenever necessary.- The Board Charter is published on Kossan’s website: www.kossan.com.my as well as in its internal portal.						
Explanation for departure	:					
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.						
Measure	:					
Timeframe	:					

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Kossan Code of Ethics and Conduct ("KCEC") was adopted to help the Company's employees to make the right choices and to act appropriately in response to ethical behaviour in the work place. The KCEC applies to the Board, management and all employees.- The KCEC covers, among others, the following areas: -<ul style="list-style-type: none">(a) compliance with national laws, rules and regulations of government agencies and authorities;(b) conflict of interest;(c) gifts, entertainments and loans;(d) confidential and proprietary information;(e) anti-corruption;(f) work environment;(g) data protection; and(h) political activities and interest.- The KCEC is extensive but not exhaustive and the Group expects employees to exercise good judgements in their decision making to ensure adherence to highest ethical standards.- The KCEC is published on Kossan's website: www.kossan.com.my as well as in its internal portal.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none">- Kossan has established a whistleblowing policy with guidelines.- The policy provides an avenue to its employees and the general public to raise concern about malpractice or improper conduct and explains how Kossan will respond. It also gives assurance that all concerns raised will be taken seriously.- Whistleblower can raise a concern in writing to:<ul style="list-style-type: none">o whistleblowing@kossan.com.my; oro auditcommittee@kossan.com.my.- Any concern raised will be deliberated by the Whistleblowing Committee and a decision will be made. The whistleblower will be informed of the outcome.- The policy will be reviewed from time to time to ensure effectiveness.- A whistleblower acting in good faith will be assured of non-retaliation, harassment or victimisation. All concerns raised will be treated in strict confidence.- The whistleblowing policy is available on Kossan's website: www.kossan.com.my as well as in its internal portal.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	- The Board currently has nine (9) members, of which three (3) are independent and non-executive. The Board believes the current Board composition has an appropriate mix of skills, expertise and experience, has contributed and will continue to contribute towards the growth of the Company.	
	:	- The Board has deliberated on Practice 4.1 and was of the view that the current practice of the Board, with a fair and adequate representation from the major shareholders, would be in the best interest of the stakeholders.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:	The Nominating Committee will continually review on the composition of the Board vis-a-vis the independent directors.	
Timeframe	:	Others	5 years

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Board Charter provides that the tenure of an Independent Non-Executive Director ("INED") should not exceed a cumulative term limit of nine (9) years. Upon completion of the nine (9) years, an INED may continue to serve on the Board as a Non-Independent Director.- If the Board intends to retain an INED beyond nine (9) years, it shall justify and seek annual shareholders' approval. If the Board continues to retain the INED after the twelfth (12th) year, the Board shall seek annual shareholders' approval through a two-tier voting process as prescribed under the MCCG Practice 4.2.- None of the tenure of the independent directors exceeded a cumulative term limit of nine years.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Not adopted
Explanation on adoption of the practice	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Board and the Nominating and Remuneration Committees take into account the current mix of skills, experience, age, cultural background and gender of the existing Board when seeking potential candidates.- This practice applicable at board level, is extended and applied at senior management level too.- The Board recognises a diverse board and management can lead to greater depth and breadth in decision making.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	- While the Board acknowledged the merits of gender diversity towards Board representation, the Board is guided by the principal that appointment of new Board member shall not be biased towards gender but rather the candidate’s skill set, competencies, experience and knowledge in areas identified by the Board.	
		- The Nominating Committee is responsible, amongst others, to review the Board composition and make recommendations to the Board for appointment of new directors, if any, by evaluating and assessing the suitability of candidate for the Board. Factors to be taken into consideration include the required mix of skills, knowledge, independence, expertise, experience and other requisite qualities.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Nominating Committee will place gender diversity as one of the considerations for new appointment to the Board.	
Timeframe	:	Others	5 years

Intended Outcome

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

Practice 4.6

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

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- The candidates for appointment to the Board are sourced from unrelated third parties.- The shortlisted candidates, who were not known to the existing board members, are interviewed by the Nominating Committee and those recommended shortlisted meet with the Board of Directors for approval.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Nominating Committee oversees matters relating to the nomination of new directors, annual review of the required mix of skills, experience and other requisite qualities of directors and of the Board as a whole. It is also involved in the assessment of directors retiring by rotation.- The Chairman and members of the Nominating Committee are independent directors.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- For the year under review, the Nominating Committee being the evaluation committee, undertook an annual evaluation of the Board, board committees and individual directors. This evaluation exercise was facilitated by the Company Secretary.- The evaluation includes the review and evaluation of the performance of the Board as a whole, of individual board member and also peer assessment through the completion of questionnaires on a confidential basis. The Board and Board Committees were assessed as a whole, while Directors were assessed individually.- The Board will endeavour to utilise independent experts to facilitate the evaluation process, as and when appropriate.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none">- The objective of the Group's remuneration policy is to attract and retain directors and senior management required to lead and manage the Group effectively. The remuneration package is linked to individual and corporate performance.- For non-executive directors, the level of remuneration reflects their experience and level of responsibilities.- The remuneration policy for Directors is reviewed by the Remuneration Committee annually.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Remuneration Committee ("RC") consists of a majority of independent non-executive directors.- The RC evaluates the remuneration package of senior management executives and executive board members and recommends their packages for the Board's approval.- Non-executive directors' fees are determined by the Board as a whole, and the concerned director abstaining from deliberation and voting on decision in respect of his fee.- The terms of reference of the RC is published on Kossan's website: www.kossan.com.my as well as in its internal portal.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied							
Explanation on application of the practice	:	The Directors’ remuneration on a named basis is shown below:-							
	a) Executive Directors								
		Name	Salary (RM’000)	Bonus (RM’000)	EPF (RM’000)	Other allowance (RM’000)	Benefit in kind (RM’000)	Total (RM’000)	
	1.	Tan Sri Dato’ Lim Kuang Sia	2,784	3,712	1,234	-	28	7,758	
	2.	Lim Leng Bung	840	910	333	-	15	2,098	
	3.	Tan Kong Chang	804	1,072	357	-	28	2,261	
	4.	Lim Siau Tian	804	1,072	357	-	15	2,248	
	5.	Lim Siau Hing	664	655	250	-	26	1,595	
	6.	Lim Ooi Chow	607	809	270	-	28	1,714	
	b) Non-Executive Directors								
	Name	Directors’ Fee (RM’000)	Other allowance (RM’000)						
1.	Mohamed Shafeii Bin Abdul Gaffoor	170	-						
2.	Lee Choo Hock	165	-						
3.	Hoh Kim Hyan	160	-						
Explanation for departure	:								
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.									

Measure	:		
Timeframe	:		

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.

Application	:	Departure													
Explanation on application of the practice	:														
Explanation for departure	:	<p>The Company disclosed the top 5 senior management’s remuneration in bands width of RM50,000 but not on named basis due to confidentiality and sensitivity of each remuneration package:</p> <table><tr><th>Range of Remuneration (Annual Basis) (RM)</th><th>Top Five (5) Senior Management Team</th></tr><tr><td>450,001 to 500,000</td><td>2</td></tr><tr><td>500,001 to 550,000</td><td>0</td></tr><tr><td>550,001 to 600,000</td><td>0</td></tr><tr><td>600,001 to 650,000</td><td>0</td></tr><tr><td>650,001 to 700,000</td><td>3</td></tr></table> <p>The Board is of the view that it is not to the Company’s advantage or business interest to show detailed remuneration disclosure in view of the highly competitive market for talents in this industry.</p> <p>The remunerations paid to the senior management commensurate with their skills, knowledge and performance.</p>		Range of Remuneration (Annual Basis) (RM)	Top Five (5) Senior Management Team	450,001 to 500,000	2	500,001 to 550,000	0	550,001 to 600,000	0	600,001 to 650,000	0	650,001 to 700,000	3
Range of Remuneration (Annual Basis) (RM)	Top Five (5) Senior Management Team														
450,001 to 500,000	2														
500,001 to 550,000	0														
550,001 to 600,000	0														
600,001 to 650,000	0														
650,001 to 700,000	3														
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>															
Measure	:	The Board will monitor the prevailing market practice for consideration in the future.													
Timeframe	:	Others	Will continue with current practice.												

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.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	Mr. Lee Choo Hock is the Chairman of the Audit Committee while En. Mohamed Shafeii Bin Abdul Gaffoor is the Chairman of the Board.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Audit Committee (“AC”) Terms of Reference provides that no former key audit partner shall be appointed as a member of the AC unless he/she has observed a cooling-off period of at least two (2) years before being appointed as a member of the AC.- None of the members of the AC were former key audit partners.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- The scope of the external auditor is reviewed by the Audit Committee (“AC”) during the meetings between the AC and the external auditors.- During the meetings, the AC were briefed on the audit findings and observations during the audit process. The auditors’ performance, competency and professionalism were also assessed. The AC also received assurance from the external auditors on their independence.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Adopted
Explanation on adoption of the practice	:	All members of the Audit Committee are independent non-executive directors.

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 8.5

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

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

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- The members of the AC have the relevant accounting or related expertise to effectively discharge their duties.- The qualifications and experience of each AC member are disclosed in the Board of Directors’ profile page in the Annual Report 2020.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - The Board has always place great importance and emphasis on good internal control and effective risk management to safeguard the Group's assets and shareholders' investment. - The Board affirmed its overall responsibility for the Group's system of internal control and risk management and for reviewing the adequacy and integrity of the system. - The system of internal control covers governance, risk management, business strategies, operations, regulatory compliances and financial matters. - The system is designed to manage and minimise rather than eliminate risks. The system provides reasonable rather than absolute assurance against the occurrence of any misstatement, loss or fraud. - The Group has established and adopted the Risk Management Framework for managing risks affecting its businesses and operations. - The level of risk tolerance is expressed through the use of a risk impact and likelihood matrix.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Board oversees the risk management function through the Risk Management Committee ("RMC"). The RMC reviews and recommends for the Board's consideration and approval the risk management principle, framework and policies for managing risks within the Group. The RMC also monitors and assesses the risk appetite and tolerance of the Group to safe guard the Group's assets and shareholders' investment.- The Group has in place a structured process for identification, assessment, monitoring and communication of risks and effectiveness of risk mitigation strategies at all level of operations.- Further details on the features of risk management and internal control are provided in the Statement on Risk Management and Internal Control disclosed in the Annual Report 2020.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Adopted
Explanation on adoption of the practice	:	<ul style="list-style-type: none">- The Risk Management Committee ("RMC") is chaired by a senior independent non-executive director.- The RMC comprises a majority of independent directors to oversee the Company's risk management framework and policies.

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.

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Board has established an inhouse internal audit (“IA”) function which reports directly to the Audit Committee (“AC”).- The Head of IA reports to the AC on the assessment and adequacy of the Group’s control processes.- The IA function undertakes an independent assessment on the internal control system of the Group and provides assurance to the AC that no material issue or major deficiency has been noted which could pose a high risk to the overall system of internal control.- The AC reviews the appointment and removal of the head of IA, the adequacy of the IA’s scope, competency, experience and sufficiency of resources.- The IA assignments were carried out in accordance with the 2020 audit plan approved by the AC.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - All the Internal Audit (“IA”) personnel had confirmed that they are free from any relationships or conflict of interest. - The IA function has four (4) employees headed by Mr. Ong Chiang Long. He is an associate member of the Institute of Internal Auditors Malaysia (“IIAM”). The Audit Committee (“AC”) is satisfied with the competency, experience and resource of the IA function. - The IA reports functionally to the AC. - The roles and responsibilities of the IA is guided by the Internal Audit Charter and Internal Audit Framework in reference to Institute of Internal Auditors International Professional Practices Framework.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none">- Kossan is committed to engage and communicate with its stakeholders to facilitate mutual understanding and trust between the company and its stakeholders by providing information that are consistent, accurate, transparent and timely.- Kossan has established an Investor Relations ("IR") Framework that governs the IR function to communicate with stakeholders and in full compliance with the disclosure requirements.- The annual reports, quarterly results and any announcement on material corporate exercise are the primary mode of dissemination of information on the Group's business and financial performance.- The Group Managing Director is the designated spokesperson for all matters related to the Group.- The Group maintains a website at www.kossan.com.my for shareholders and the general public to access information on, amongst other, the Group's background, products and financial performance.- The stakeholders are encouraged to channel their concerns to the IR officer whose details are in the Corporate Information page of the Annual Report 2020.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<div>- The Company has yet to adopt full integrated reporting.</div> <div>- Nevertheless, certain elements of the integrated reporting could be found in the Annual Report 2020: -<div>(1) 5 years Group Financial Information</div><div>(2) Sustainability Statement</div></div>	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:	Ongoing planning for the adoption of integrated reporting.	
Timeframe	:	Others	3 years

Intended Outcome

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

Practice 12.1

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

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- Kossan dispatches the notice of its Annual General Meeting (“AGM”) to its shareholders at least 28 days before the AGM, longer than the time frame of 21 days under the Companies Act 2016 and the Main Market Listing Requirements.- The additional time given will enable the shareholders to make the necessary arrangement to participate in the AGM whether in person or through proxies, corporate representatives or attorneys. The notes on the notice of AGM also provide detailed information on the resolutions proposed to enable shareholders to make informed decisions in exercising their voting rights.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none">- At the fully virtual 40th AGM, all the directors were presented at the broadcast venue. Besides them, the external auditors and senior management were also in attendance remotely to respond to any queries.- The Managing Director briefed the AGM on the performance of the Group and shareholders were invited to raise questions in real time via the live streaming portal.- The Company had appointed KPMG Management & Risk Consulting Sdn Bhd as the moderator to provide objectivity and transparency in streaming the questions raised by the shareholders.- The Board provided adequate responses to shareholders' questions.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - The Company had leveraged on technology by conducting the Company's 40th AGM on a virtual basis through live streaming and online remote voting via Remote Participation and Voting ("RPV") facilities. - Shareholders can register for remote participation via Boardroom Smart Investor Portal to join the live streaming of the AGM proceedings and pose questions to the Chair (Remote Participation), and cast their votes online (Remote Voting). - The administrative details for the AGM with detailed registration and voting procedures were distributed to shareholders and published on the Company's website. - The Company had appointed Boardroom Share Registrars Sdn Bhd as poll administrators to conduct the polling process on all resolutions tabled at the AGM and Malaysian Issuing House Sdn Bhd as scrutineers to verify the poll results. The result for each resolution was shown at the end of voting of each resolution before moving on to the next resolution. - The outcome of the poll was announced by the Company via Bursa Link and also published in the Company's website on the same day for the benefit of all shareholders.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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

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

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