





## **DIRECTORS' FIT AND PROPER POLICY**

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## 1. KEY OBJECTIVES

- 1.1 Gabungan AQRs Berhad ("**GAB**" or "**the Company**") and its subsidiaries (collectively referred to as the "**Group**") are committed to build sustainable value for shareholders by providing strategic leadership to the Company. The Company has adopted the Directors' Fit and Proper Policy ("**the Policy**") to ensure a formal, rigorous and transparent process for the appointment new candidates and as well as re-election of directors.
- 1.2 This policy is developed in accordance with the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), the recommendations of the Malaysian Code of Corporate Governance and other applicable rules and regulations at the prevailing country to ensure compliance with the obligations imposed.
- 1.3 This Policy aims to guide the Company's Nomination Committee ("**NC**") and Board of Directors (the "**Board**") in their review and assessment of candidates who are to be appointed onto the Board as well as directors who are seeking for re-election in complying with the new Rule 15.01A of MMLR.

The general criteria that form the overarching criteria in relation to the Policy are outlined below:


- a) Character and integrity;
- b) Experience and competence; and
- c) Time and commitment.

## 2. SCOPE AND APPLICATIONS

In accessing if a candidate met the criteria under this Policy, the Board and NC should consider factors which includes but are not limited to the following:

### a) Character and integrity:

- (i) Probity
  - is compliant with legal obligations, regulatory requirements and professional standards;
  - has not been obstructive, misleading or untruthful in dealings with regulatory bodies or a court.
- (ii) Personal integrity
  - has not perpetrated or participated in any business practices which are deceitful, oppressive improper (whether unlawful or not), or which otherwise reflect discredit on his professional conduct;
  - service contract (i.e. in the capacity of management or director) had not been terminated in the past due to concerns on personal integrity;
  - has not abused other positions (i.e. political appointment) to facilitate government relations for the company in a manner that contravenes the principles of good governance.

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(iii) Financial integrity

- manages personal debts or financial affairs satisfactorily;
- demonstrates ability to fulfil personal financial obligations as and when they fall due;
- has not filed for bankruptcy or been adjudicated as bankrupt or had assets sequestered in any jurisdictions.

(iv) Reputation

- is of good repute in the financial and business community;
- has not been the subject of civil or criminal proceedings or enforcement action, in managing or governing an entity for the past 10 years;
- has not been substantially involved in the management of a business or company which has failed, where that failure has been occasioned in part by deficiencies in that management.

**b) Experience and competence**

(i) Qualifications, training and skills


- possesses education qualification that is relevant to the skill set that the director is earmarked to bring to bear onto the boardroom (i.e. a match to the board skill set matrix);
- has a considerable understanding on the workings of a corporation;
- possesses general management skills as well as understanding of corporate governance and sustainability issues;
- keeps knowledge current based on continuous professional development;
- possesses leadership capabilities and a high level of emotional intelligence.

(ii) Relevant experience and expertise

- possesses relevant experience and expertise with due consideration given to past length of service, nature and size of business, responsibilities held, number of subordinates as well as reporting lines and delegated authorities.

(iii) Relevant past performance or track record

- had a career of occupying a high level position in a comparable organization, and was accountable for driving or leading the organization's governance, business performance or operations;
- possesses commendable past performance record as gathered from the results of the board effectiveness evaluation.

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### c) Time and commitment


- (i) Ability to discharge role having regard to other commitments
  - able to devote time as a board member, having factored other outside obligations including concurrent board positions held by the director across listed issuers and non-listed entities (including not-for-profit organizations).
- (ii) Participation and contribution in the board or track record
  - demonstrates willingness to participate actively in board activities;
  - demonstrates willingness to devote time and effort to understand the businesses and exemplifies readiness to participate in events outside the boardroom;
  - manifests passion in the vocation of a director;
  - exhibits ability to articulate views independently, objectively and constructively;
  - exhibits open mindedness to the views of others and ability to make considered judgment after hearing the views of others.

## 3. NC & BOARD'S RESPONSIBILITY

- 3.1 The Board and NC shall be directly responsible for conducting assessments on the fitness and propriety of directors and making decisions on their appointments.
- 3.2 Based on the Clause 2 above. The Board and NC may discuss and determine prescriptions and specifications depending on its specific circumstances, needs and requirements to be considered for an appointment to the Board. These considerations may require to be periodically assessed and reviewed by the Board and NC to ensure their relevance and alignment with the organisation needs and structure.

## 4. ASSESSMENT OF CRITERIA

- 4.1 The fit and proper assessments on each director within the scope of this Policy shall be conducted by the Company both prior to initial appointments and at regular intervals of at least annually or whenever the Company becomes aware of information that may materially compromise a director's fitness and propriety.
- 4.2 The Company will consider the factors set out in Clause 3 above in assessing a director's fitness and propriety. The factors shall be assessed individually, as well as collectively, taking into account their relative importance. Failure to meet one factor on its own does not necessarily mean failure to meet the fit and proper criteria. The Company will consider the specific circumstances surrounding a director's failure to meet specific factors, such as the lapse of time since the occurrence of events, other contributing factors and the significance of the event from the perspective of potential risks posed to the Company.

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- 4.3 The Company should exercise the assessment objectively in the best interests of the Company and the sound conduct of the Company's business. In conducting the assessment, the Company should consider whether there have been material changes in the nature or scope of the responsibilities assumed by a director in which higher standards of competence or judgement are required in order to properly perform the duties associated with the said position.

## 5. CONFIDENTIAL INFORMATION

The information gathered from the assessment shall be NC and the Board's strict use for the purpose of the assessment and not for public disclosure.

## 6. REVIEW OF THE POLICY

The NC shall recommend any change to the Policy as the NC deems appropriate to the Board for approval. The terms of the Policy shall be assessed, reviewed and updated where necessary to be in line with legislative promulgations i.e., when there changes to the Malaysian Code on Corporate Governance, MMLR of Bursa Securities or any other regulatory requirements.