

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**

**BOARD CHARTER**

**1. PREAMBLE**

The Board of Directors (“Board”) of Dancomech Holdings Berhad (“DHB” or the “Company”) regards corporate governance as vitally important to the success of DHB and its subsidiaries (hereinafter referred to as the “Group”) and are unreservedly committed in ensuring that the following principles of good governance are practised in all of its business dealings in respect of its shareholders and relevant stakeholders:

- The Board is the focal point of the Group’s corporate governance system. It is ultimately accountable and responsible for the performance and affairs of the Group.
- All Board members are expected to act in a professional manner, thereby upholding the core values of integrity and enterprise with due regard to their fiduciary duties and responsibilities.
- All Board members are responsible in ensuring the Group achieves a high level of good governance.
- This Board Charter shall constitute, and form, an integral part of each Director’s duties and responsibilities.

The Board Charter serves as a reference point for Board activities and should not be construed as a blueprint for Board operations. Just as each organisation has its own corporate culture, the dynamics of each Board is unique. The dynamics shift as the composition of the Board changes, and the Directors of the Company should always be open to new opportunities and ready to confront new challenges brought about by change.

This Board Charter aims to promote high standards of corporate governance and is designed to provide guidance and clarity for Directors and Management with regard to the role of the Board and its Board Committees, the requirements of Directors in carrying out their stewardship role and in discharging their fiduciary duties towards the Company as well as the Board’s operating practices. This Board Charter does not overrule or preempt the statutory requirements of Directors enshrined in the Companies Act 2016 (“CA2016”), the Income Tax Act 1967 and other relevant statutes, including the conduct of the Board as stipulated in the Company’s Constitution which exists as the constitution of the Company. To the extent of any conflict between the terms of this Board Charter and the Constitution, the Constitution shall prevail.

## **2. OBJECTIVES**

The objectives of this Board Charter are to ensure that all Board members are aware of their duties and responsibilities as Board members and the various legislations and regulations affecting their conduct and that the principles and practices of good corporate governance are applied in all their dealings in respect, and on behalf of, the Group.

In pursuit of the ideals in this Board Charter, the intention is to exceed "minimum legal requirements" with due consideration to recognised standards of best practices locally and internationally.

## **3. THE BOARD**

### **3.1 Role**

3.1.1 The Board is charged with leading and managing the Group in an effective and responsible manner. Each Director has a legal duty to act in good faith, to use reasonable care, skill and diligence and to act in the best interest of the Group. The Directors, collectively and individually, are aware of their responsibilities to shareholders and stakeholders for the manner in which the affairs of the Group are managed. The Board sets the Group's values and standards and ensures that its obligations to its shareholders and stakeholders are understood and met.

3.1.2 The Board is fully committed to developing and maintaining high standards of corporate governance by implementing the prescriptions of the principles and best practices stated in the Malaysian Code on Corporate Governance ("MCCG"). Good governance holds management accountable to the Board and the Board accountable to the owners and other stakeholders. The Board's fundamental approach in this regard is to ensure that the right executive leadership, strategy and internal controls for risk management are well in place. The Board includes an overview of the application of each Practice set out in the MCCG during the financial year in the Company's annual report and discloses the application of each Practice to Bursa Malaysia Securities Berhad ("Bursa Securities") in a prescribed format pursuant to Paragraph 15.25 of the Main Market Listing Requirements ("MMLR") of Bursa Securities.

3.1.3 The Board ensures that the Group complies with the various guidelines issued by Bursa Securities and the Securities Commission Malaysia relating to disclosure and internal audit functions.

3.1.4 All Directors should objectively discharge his/her duties and responsibilities at all times as fiduciaries in the interests of the Company.

3.1.5 The Board assumes the following duties and responsibilities:

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**  
**- BOARD CHARTER**

- a) Establishing, reviewing, adopting and monitoring the strategic plan of the Group;
- b) Strategic planning supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
- c) Reviewing, challenging and deciding on management's proposals for the company, and monitor its implementation by management;
- d) Overseeing the conduct of the Group's businesses to evaluate whether the businesses are properly managed;
- e) Identifying principal risks, including corruption risks, and ensure the implementation of appropriate controls and systems to manage these risks;
- f) Establishing a succession plan including appointing, training, fixing the compensation of and where appropriate, replacing Executive Directors and Senior Management of the Group;
- g) Developing and implementing an investors relations programme or shareholder communication policy to ensure effective communication with its shareholders and other stakeholders;
- h) Reviewing the adequacy and the integrity of the Group's internal control systems and management information systems, including systems for ensuring compliance with applicable laws, regulations, rules, directives and guidelines;
- i) Ensuring that the Group adheres to high standards of ethics and corporate governance; and
- j) Overseeing financial and operational performance, monitoring risk management processes, merger and acquisition activities and ensure the integrity of the company's financial and non-financial reporting.

3.1.6 The Board reserves full decision-making powers on the following matters:

- a) Conflict of interest or potential conflict of interest including interest in any competing business situation(s) / issue(s) relating to a substantial shareholder or a Director or a Senior Management as well as parties connected with them (including approving related party transactions) that arose, persist or may arise within the Company and/or the Group;
- b) Material acquisitions and disposition of assets not in the ordinary course of business including significant capital expenditures;
- c) Strategic investments, mergers and acquisitions and corporate exercises;

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**  
**- BOARD CHARTER**

- d) Limits of authority;
- e) Treasury policies;
- f) Risk management policies; and
- g) Key human resource issues.

3.1.7 The responsibilities of the Directors include:

- a) To direct the management of the business and affairs of the Group;
- b) To attend substantially all the meetings of the Board and substantially all the meetings of each Board Committee on which the Director serves; and
- c) To review, before attending meetings of the Board or Board Committees, all materials provided by the Company relating to matters to be considered at the meetings.

## **3.2 Composition and Board Balance**

3.2.1 The Board should consist of qualified individuals with diverse experiences, backgrounds and perspectives. The Constitution provides for at least three (3) and not more than fifteen (15) Directors. The composition and size of the Board should be such that it facilitates the making of informed, critical decisions without limiting the level of individual participation, involvement and effectiveness subject to the provisions of the MMLR of Bursa Securities in particularly the requirements on number of Independent Directors and at least one (1) Director is a woman

3.2.2 At any one time, at least two (2) or one-third (1/3), whichever is higher, of the total Board members shall comprise of Independent Directors. The Independent Directors provide independent judgement, experience and objectivity without being subordinated to operational considerations.

If the number of Board members is not three (3) or a multiple of three (3), then the number nearest one-third (1/3) must be used.

In the event of any vacancy in the Board, resulting in non-compliance with the above, the Board must ensure that the vacancy is filled within three (3) months.

Each Board member must not hold more than five (5) directorships in listed issuers.

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**  
**- BOARD CHARTER**

The tenure of an Independent Director should not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) years, an Independent Director may continue to serve the Board as a Non-Independent Director. The Board may recommend and subject to obtaining the approval of the Company's shareholders annually, through a two-tier voting process in accordance with the MCCG, retain an Independent Director who has served a cumulative term of nine (9) years.

In any case, an Independent Director must not serve the Board of the Company or any related corporation for a cumulative period of more than twelve (12) years from the date of his or her first appointment as an Independent Director and the requisite three (3)-year cooling off period must be observed.

- 3.2.3 The Managing Director ("MD") and the Executive Director(s) are the "Executive" Directors on the Board. However, the views of the Management are represented at meetings of the Board by the presence of senior executives when required.
- 3.2.4 The Independent Directors help to ensure that the interests of all shareholders, and not only the interests of a particular fraction or group, are indeed taken into account by the Board and that the relevant issues are subjected to objective and impartial consideration by the Board.
- 3.2.5 The Board may appoint a Senior Independent Director to whom shareholders' concerns can be conveyed if there are reasons that contact through the normal channels of the Chairman or the MD have failed to resolve them.

### **3.3 Appointments**

- 3.3.1 The appointment of a new Director is a matter for consideration and decision by the full Board upon appropriate recommendation from the Nomination Committee and Remuneration Committee (as defined below). Further, 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 various independent sources to identify suitably qualified candidates. Appointment of Directors is based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.
- 3.3.2 Without limiting the generality of the foregoing, the qualifications for Board membership are:
  - (i) the ability to make informed business decisions and recommendations;
  - (ii) an entrepreneurial talent for contributing to the creation of shareholder value;
  - (iii) relevant experience in local, regional and/or international markets;

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**  
**- BOARD CHARTER**

- (iv) education and experience that provides knowledge of business, financial, governmental or legal matters that are relevant to the Group's business or to its status as a publicly owned company;
- (v) ability to ask probing operational related questions, and of high ethical standards and sound practical sense;
- (vi) devote sufficient time to fulfil his or her responsibilities as a member of the Board and any of the Board Committees to which he or she may be appointed; and
- (vii) total commitment to furthering the interests of shareholders and the achievement of the Group's goals.

3.3.3 The Board shall undertake an assessment of its Independent Directors annually.

3.3.4 The Company Secretary has the responsibility of ensuring that relevant procedures relating to the appointments of new Directors are properly executed.

3.3.5 The Group has adopted an induction programme for newly appointed Directors. The induction programme aims at communicating to the newly appointed Directors, the Group's vision and mission, its philosophy and nature of business, current issues within the Group, the corporate strategy and the expectations of the Group concerning input from Directors.

3.3.6 In addition to the Mandatory Accreditation Programme as required by the Bursa Securities, Board members are also encouraged to attend training programmes conducted by highly competent professionals and which are relevant to the Group's operations and business. The Board will assess the training needs of the Directors and disclose in the annual report the training programmes attended by the Directors. In special circumstances, valid justifications for non-attendance at any training by Directors for the financial year shall also be disclosed.

3.3.7 The tenure of the Executive Directors is tied to their executive office/contract of service.

3.3.8 The criteria for the recruitment or appointment (including re-election/reappointment) of Director is guided by fit and proper assessment to be conducted in accordance with the Terms of Reference of the Nomination Committee and the Directors' Fit and Proper Policy. The fit and proper assessment on a Directors may also be conducted whenever the Company becomes aware of information that materially compromise a Director's fitness and propriety.

### **3.4 Re-election**

Pursuant to the Constitution, at each annual general meeting in every subsequent year, one-third (1/3) of the Directors for the time-being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3), shall retire from office provided always all Directors including Managing Director and Executive Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election.

### **3.5 Duty to Disclose Interest**

3.5.1 The Constitution stipulates that every Director who may have direct or indirect interest in any contract or proposed contract or arrangement with the Company and/or Group shall immediately declare his or her interest to the Board and shall not participate in deliberations and shall abstain himself or herself from casting his or her votes in any matter arising therefrom.

3.5.2 Should there be an actual, potential or perceived conflict of interest between the Group and a Director, or an associate of a Director such as a spouse, other family member, or a related company (*as defined under Section 197 of the CA2016*), the Director involved shall make full disclosure and act honestly in the best interest of the Group:-

- (a) Director shall immediately inform the Audit and Risk Management Committee (as defined below) in respect of their direct and indirect interests in any businesses or corporations which carry on similar trade as that of the Group; and
- (b) Every Director shall comply with the provisions of Sections 219 and 221 of the CA2016 in connection with the disclosure of his shareholding and interests in the Company and his interest in any contract or proposed contract with the Company and in connection with the disclosure, every Director shall state the fact and the nature, character and extent of any office or possession of any property whereby whether directly or indirectly duties or interests might be created in conflict with his duty or interest as a Director of the Company.

The interested Directors shall abstain from deliberation and voting on the resolutions relating to those matters or transactions.

3.5.3 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 due honesty.

### **3.6 Board Processes**

- 3.6.1 The Board meets at least once every quarter to facilitate the discharge of their responsibilities. Members of Management who are not Directors may be invited to attend and speak at meetings on matters relating to their sphere of responsibility. The Board may also invite external parties such as the auditors, solicitors and consultants as and when the need arises.
- 3.6.2 Any Director may participate at a Board meeting or Board Committee meeting by way of telephone and video conferencing or by means of other communication equipment in which all persons participating in the meeting can hear and speak with each other. Such participation shall be deemed to be physically present at the meeting and shall be taken into account in ascertaining the presence of a quorum at the meeting.
- 3.6.3 All Directors have the same right of access to all information and Senior Management within the Group whether collectively as a Board or in their individual capacity in furtherance of their duties and responsibilities as Directors of the Company.
- 3.6.4 The Management is responsible for providing the Board with the required information in an appropriate and timely manner. If the information provided by the Management is insufficient, the Board will make further enquiries where necessary to which the persons responsible will respond as fully and promptly as possible.
- 3.6.5 The notice of each Board meeting together with the agenda and comprehensive Board papers are circulated to all Directors at least seven (7) days prior to the meeting. When there is a need to table a report, a brief précis of findings and/or recommendations shall be prepared.
- 3.6.6 Full Board minutes of each Board meeting are kept at the registered office of the Company and are available for inspection by any Director during office hours.
- 3.6.7 If, on any matter discussed at a Board meeting, any Director holds views contrary to those of any of the other Directors, the Board minutes will clearly reflect this.
- 3.6.8 The Board as well as any Director is entitled to obtain independent professional advice relating to the affairs of the Group or to his or her responsibilities as a Director, subject to Paragraph 3.6.9 below.
- 3.6.9 If a Director considers such advice necessary for the discharge of his or her duties and responsibilities as Director and for the benefit of the Group, such Director shall obtain the Board's prior approval, and in seeking such advice, shall be required to comply with the following procedures:

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**  
**- BOARD CHARTER**

- The request shall be made in writing to the Board;
- The Director concerned shall prepare a detailed paper to be submitted to the Board, highlighting inter alia the purpose behind the request and the estimated costs for the advice; and
- The Board shall deliberate on the said paper and at its absolute discretion determine if the Director concerned shall be permitted to seek independent professional advice. Should a request be denied, the Director concerned is entitled to have his or her views duly recorded.

3.6.10 The cost of the advice shall be reimbursed by the Group. The Board or the Director, as the case may be, shall ensure that so far as is practicable, the cost is reasonable.

#### **4. CHAIRMAN, MD AND SENIOR INDEPENDENT DIRECTOR (“SID”)**

The Company aims to ensure a balance of power and authority between the Chairman and the MD with a clear division of responsibility between the running of the Board and the Group’s business respectively. The positions of Chairman and MD are separated and clearly defined.

The Board approves the appointment of a SID 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.

##### **4.1 Chairman**

4.1.1 The Chairman is responsible for leadership of the Board in ensuring the effectiveness of all aspects of its role. The Chairman is responsible for:

- a) leading the Board in setting the values and standards of the Group as well as adoption and implementation of good corporate governance practices in the Group;
- b) the balance of membership, subject to Board and shareholders’ approval;
- c) maintaining a relationship of trust with and between the executive and non-executive Directors;
- d) ensuring the provision of accurate, timely and clear information to Directors;
- e) leading discussions at Board meetings and ensure efficient and effective conduct of the Board meetings;
- f) ensuring effective communication with shareholders and relevant stakeholders;

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**  
**- BOARD CHARTER**

- g) facilitating the effective contribution of non-executive Directors and ensuring constructive relations be maintained between executive and non-executive Directors; and
- h) leading the Board on its succession planning program for Board and Senior Management levels.

4.1.2 The Chairman is responsible for running the business of the Board to ensure that:

- all Directors are properly briefed on issues arising at Board meetings.
- sufficient time is allowed for the discussion of complex or contentious issues and, where appropriate, arranging for informal meetings beforehand to enable thorough preparation for the Board discussion.
- the issues discussed are forward looking and focused on strategy.

4.1.3 The Chairman ensures that every Board resolution is put to vote to ensure the will of the majority prevails and any concern or dissenting views expressed by any Director on any matter deliberated at meetings of the Board are adequately addressed and duly recorded in the relevant minutes of meetings.

4.1.4 The Chairman ensures that executive Directors look beyond their executive functions and accept their full share of responsibilities on governance.

4.1.5 The Chairman will have no casting vote if two (2) Directors form a quorum at a particular meeting, or if there are only two (2) Directors competent to vote on the question at issue.

## **4.2 MD**

4.2.1 The MD is the conduit between the Board and the Management in ensuring the success of the Group's governance and management functions.

4.2.2 The MD, in association with the Chairman, is accountable to the Board for the achievement of the Group's mission, goals and objectives and the MD is accountable to the Board for the observance of Management's limitations.

4.2.3 The MD has the executive responsibility for the day-to-day operation of the Group's business.

4.2.4 The MD implements the policies, strategies and decisions adopted by the Board.

4.2.5 All Board authorities conferred on the Management is delegated through the MD and this will be considered as the MD's authority and accountability as far as the Board is concerned.

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**  
**- BOARD CHARTER**

4.2.6 Generally, the MD is responsible to the Board for the following:

- a) executive management of the Group's business covering, inter alia, the development of a strategic plan; an annual operating plan and budget; performance benchmarks to gauge management performance against and the analysis of management reports;
- b) effectively overseeing the human resources of the Group with respect to key positions in the Group's hierarchy, determination of remuneration as well as terms and conditions of employment for Senior Management and issues pertaining to discipline;
- c) assuring that the Group's corporate identity, products and services are of high standards and are reflective of the market environment;
- d) be the official spokesman for the Group and responsible for regulatory, governmental and business relationships;
- e) coordinating business plans with the business heads, coordinating management issues through the Board, and overseeing divisional function groups and cost containment process in consultation with the Management (especially the executive Directors and the Chief Financial Officer) and the regional office or head office of the Group;
- f) regularly reviewing the heads of divisions and departments who are responsible for all functions contributing to the success of the Group;
- g) assessing business opportunities which are of potential benefit to the Group;
- h) maintaining and facilitating a positive working environment and good employee relations;
- i) promoting a high degree of corporate governance and ethics across the Group;
- j) assisting in the selection and evaluation of Board members through the Nomination Committee (as defined below); and
- k) assisting the Chairman in organising information necessary for the Board to deal with the agenda and for providing this information to Directors on a timely basis.

#### **4.3 SID**

4.3.1 The SID shall be nominated from amongst the Independent Directors and shall have specific responsibilities which includes:-

- a) being the contact person between shareholders and other stakeholders in respect of any query or clarification required on any major issue in relation to the financial performance, business and prospects or generally relating to the Group, which may be directed to him/her;
- b) lead the annual review of board effectiveness, ensuring that the performance of each individual director is independently assessed; and
- c) being an intermediary for other directors when necessary.

#### **5. BOARD COMMITTEES**

The Board appoints the following Board Committees:

- Audit and Risk Management Committee (“ARMC”)
- Nomination Committee (“NC”)
- Remuneration Committee (“RC”)

Independent and non-executive Directors play a leading role in the Board Committees. The Management and third parties are co-opted to the Board Committees as and when required. Details of the memberships of the ARMC, NC and RC appointed by the Board are published in the annual report whereas the terms of reference of the ARMC, NC and RC are published on the Company’s website.

##### **5.1 ARMC**

The ARMC assists and supports the Board’s responsibility of overseeing the Group’s operations by providing a means for review and monitoring of the integrity of the Group’s financial reporting process, its management of risk and internal control system, its audit process as well as compliance with legal and regulatory matters, its own code of business conduct and such other matters that may be specifically delegated to the ARMC by the Board from time to time.

##### **5.2 NC**

The NC oversees matters related to the nomination 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 performance and effectiveness of the Board as a whole, the Board 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.

### **5.3 RC**

The RC is responsible for recommending to the Board the remuneration policies, principles and the framework for the Company's Directors, chief executive and Senior Management.

- 5.4** The Board Committees shall operate under their respective terms of reference. The Board Committees are authorised by the Board to deal with and to deliberate on matters delegated to them within their terms of reference. The Chairman of the respective Board Committees reports to the Board on the outcome of the Board Committee meetings and such reports or minutes will be included in the Board papers.

Although the Board has granted discretionary authority to the Board Committees to deliberate and decide on certain operational matters as set out in their respective terms of reference, the ultimate responsibility for final decision on all matters lies with the Board.

## **6. REMUNERATION LEVELS OF DIRECTORS**

- 6.1** The Company aims to set remuneration at levels which are sufficient to attract and retain the Directors needed to run the Group successfully, taking into consideration all relevant factors including the function, workload and responsibilities involved, but without paying more than is necessary to achieve this goal.
- 6.2** The level of remuneration for the MD and executive Directors is recommended by the RC to the Board after giving due consideration to the compensation levels for comparable positions among other similar Malaysian public listed companies.

In fixing the remuneration to be paid to Directors who are not employees of the Group for serving on the Board and Board Committees, the Board will consider the following:

- a) The compensation that is paid to Directors of other companies which are comparable in size to the Group.
- b) The amount of time that the Directors are likely to be required to devote in preparing for and attending meetings of the Board and the Board Committees on which they serve.
- c) The success of the Group (which may be reflected in compensation related to the price of the Company's shares).
- d) If a Board Committee on which a Director serves undertakes a special assignment, the importance of that special assignment to the Group and its shareholders.
- e) The risks involved in serving as a Director and a member of Board Committees.

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**  
**- BOARD CHARTER**

- 6.3 Fees payable to non-executive Directors shall be paid by a fixed sum and not by a commission on or percentage of profits or turnover.
- 6.4 Salaries and other emoluments payable to executive Directors pursuant to a service contract need not be determined by the Company in general meeting but such salaries and emoluments may not include a commission on or percentage of turnover.
- 6.5 There is adequate disclosure in the annual report with a note on the remuneration of Directors.

## **7. ACCOUNTABILITY AND AUDIT**

### **7.1 Financial Reporting**

- 7.1.1 The Board aims to present a clear and balanced assessment of the Group's financial position and future prospects that extends to the annual and quarterly reports.
- 7.1.2 The Board ensures that the annual and interim financial statements are prepared so as to give a true and fair view of the current financial status of the Group in accordance with the approved accounting standards.
- 7.1.3 The Group's practice is to announce to Bursa Securities its quarterly financial results as early as possible within two (2) months after the end of each quarterly financial period.
- 7.1.4 The auditors' report shall contain a statement from the auditors explaining their responsibility in forming an independent opinion, based on their audit, of the financial statements.

### **7.2 Company Auditors**

- 7.2.1 The Board has established formal and transparent arrangements for considering how financial reporting and internal control principles will be applied and for maintaining an appropriate relationship with the Company auditors through the ARMC.
- 7.2.2 The ARMC also keeps under review the scope and results of the audit and its cost effectiveness and the independence and objectivity of the Company auditors. The ARMC ensures that the Company auditors do not supply a substantial volume of non-audit services to the Company and any practice that departs from this has to be disclosed in the ARMC Report - further details can be found in the terms of reference of the ARMC.
- 7.2.3 The Company auditors have to retire during the annual general meeting and be reappointed by shareholders for the ensuing year.

### **7.3 Internal Controls and Risk Management**

- 7.3.1 The Board has overall responsibility of maintaining a system of internal controls, which provides reasonable assurance of effective and efficient operations and compliance with laws and regulations as well as with internal policies and procedures.
- 7.3.2 The Group has an outsourced internal audit function, which critically reviews all aspects of the Group's activities and its internal controls. Comprehensive audits of the practices, procedures, expenditure and internal controls of all business and support units and subsidiaries are undertaken on a regular basis. The outsourced internal audit has direct access to the Board through the Chairman of the ARMC.
- 7.3.3 The Board ensures the system of internal controls and enterprise risk management are reviewed on a regular basis by the ARMC.
- 7.3.4 The ARMC receives reports regarding the outcome of such reviews on a regular basis.

## **8. GENERAL MEETINGS**

### **8.1 Annual General Meeting ("AGM")**

- 8.1.1 The Company regards the AGM as an important event in the corporate calendar of which all Directors and key senior executives should attend.
- 8.1.2 The Company regards the AGM as the principal forum for dialogue with shareholders and aims to ensure that the AGM provides an important opportunity for effective communication with, and constructive feedback from, the Company's shareholders.
- 8.1.3 The Chairman encourages active participation by the shareholders during the AGM.
- 8.1.4 The Chairman and, where appropriate, the MD and/or the executive Directors responds to shareholders' queries during the meeting. Where necessary, the Chairman will undertake to provide a written answer to any significant question that cannot be readily answered at the meeting.

### **8.2 Extraordinary General Meeting ("EGM")**

- 8.2.1 The Directors will consider requisitions by shareholders to convene an EGM or any other urgent matters requiring immediate attention of the Company.

## **9. INVESTOR RELATIONS AND SHAREHOLDER COMMUNICATION**

- 9.1 The Board acknowledges the need for shareholders to be informed of all material business matters affecting the Group and as such adopts an open and transparent policy in respect of its relationship with its shareholders and investors.
- 9.2 The Board ensures the timely release of financial results on a quarterly basis to provide shareholders and analysts with an overview of the Group's performance and operations in addition to the various announcements made during the year.
- 9.3 The Company conducts dialogues with financial analysts from time to time as a means of effective communication that enables the Board and Management to convey information relating to the Company's performance, corporate strategy and other matters affecting shareholders' interests.
- 9.4 The Group's website, [www.dancomech.com.my](http://www.dancomech.com.my), provides easy access to corporate information pertaining to the Group and its activities and is continuously updated.

## **10. ANTI-BRIBERY AND CORRUPTION POLICY**

The Group is committed to conducting its business activities and dealings with trust, integrity, ethics and professionalism. In this regard, the Group has established and adopted an anti-bribery and corruption policy which is to be complied with by the Directors, management, employees and business associates of the Group. The policy sets out the principles of the Group and provides guidance to the Directors, management, employees and business associates of the Group in dealing with bribery and corruption that may arise in the day-to-day business of the Group.

## **11. WHISTLE-BLOWING POLICY**

To enhance corporate governance practices across the Group, a whistle-blowing policy has been adopted which provides Directors, officers, employees and stakeholders of the Group with an avenue to report suspected improprieties such as illegal or unlawful conduct, contravention of the Group's policies and procedures, acts endangering the health or safety of any individual, public or employee, and any act of concealment of improprieties. The aim of this policy is to encourage the reporting of such matters in good faith, with the confidence that the person filing the report, to the extent possible, be protected from reprisal, victimisation, harassment or subsequent discrimination.

## **12. RELATIONSHIP WITH OTHER STAKEHOLDERS**

12.1 In the course of pursuing the vision and mission of the Group, the Board recognises that no business organisation can exist by maximising shareholders value alone. In this regard, the needs and interests of other stakeholders are also taken into consideration.

12.2 The Board is responsible for:

- a) ensuring the Group's strategies promote sustainability;
- b) ensuring the rights of other stakeholders are not compromised;
- c) ensuring the Group has put in place a policy to enable effective communication not just with shareholders, but with all stakeholders;
- d) establishing policies governing the Group's relationship with other stakeholders and the broader community; and
- e) establishing and maintaining appropriate economic, environmental and social policies.

## **13. COMPANY SECRETARY**

13.1 The appointment and removal of the Company Secretary is a matter for the Board as a whole. The Board recognises the fact that the Company Secretary should be suitably qualified and capable of carrying out the duties required of the post.

13.2 The key role of the Company Secretary is to provide unhindered advice and services for the Directors as and when the need arises, to enhance the effective functioning of the Board and to ensure regulatory compliance.

13.3 Other primary responsibilities of the Company Secretary shall include:

- advising the Board on matters related to corporate governance and the MMLR;
- ensuring that Board procedures and applicable rules are observed;
- maintaining records of the Board and ensuring effective management of the Company's statutory records;
- preparing comprehensive minutes to document Board proceedings and ensuring conclusions are accurately recorded;
- assisting the communications between the Board and Management;

**DANCOMECH HOLDINGS BERHAD**  
**REGISTRATION NO. 201301020455 (1050285-U)**  
**- BOARD CHARTER**

- providing full access and services to the Board and carrying out other functions deemed appropriate by the Board from time to time; and
- preparing agendas and coordinating the preparation of the Board papers.

**14. APPLICATION**

14.1 The principles set out in this Board Charter are:

- a) kept under review and updated as practices on corporate governance develop and further guidelines on corporate governance are issued by the relevant regulatory authorities; and
- b) applied in practice having regard to their spirit and general principles rather than to the letter alone.

14.2 The Board endeavours to comply at all times with the principles and practices set out in this Board Charter.

**15. ANNUAL PERFORMANCE EVALUATION OF THE BOARD, BOARD COMMITTEES AND INDIVIDUAL DIRECTORS**

The Board, through the NC, will conduct an annual self-evaluation on its effectiveness as a whole, each individual Director and the different Board Committees.

**16. CODE OF ETHICS**

The Board shall formalise and commit to ethical values through the maintenance of a code of ethics and ensure the implementation and compliance with the code of ethics.

**17. REVIEW OF BOARD CHARTER**

This Board Charter shall be periodically reviewed and may be amended by the Board as it deems appropriate.

**18. APPROVAL**

This Board Charter is reviewed and approved by the Board on 21 November 2024.