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PURPOSE AND OVERVIEW

Every public-listed company should be headed by an effective Board, which can both lead and control the business.

This Board Charter is intended to serve as a set of standard and guidelines for the Board of Directors ("**Board**") of the Critical Holdings Berhad ("**Company**") is intended to provide a concise overview of:

- The delineation of the duties, responsibilities and powers of the Board and its Executive Directors and senior management of the Company; and
- Board operating procedures and practices pertaining to meetings, nominations and appointments, training and development, performance management and evaluation, code of conduct and declarations on conflict of interest.

In adhering to the responsibilities set out in this Charter, Board members are expected to perform their duties with integrity, honesty and in a professional manner in accordance with the law in serving the interest of its members, employees, clients and the community.

This Charter is governed by, where applicable, Constitution of the Company, Companies Act 2016 and Malaysian Code on Corporate Governance ("**MCCG**"), applicable regulatory and legislative requirements and other good practices on corporate governance.


A) THE BOARD AND ITS DIRECTORS

1.0 Duties and responsibilities of the Board

All directors owe fiduciary duties to the Group and must exercise reasonable care, skill and diligence to ensure the proper management of the entity, including maximising long-term financial returns. The Board is responsible for ensuring that the Company and its subsidiaries ("**Group**") are managed to achieve this result. The Board will direct and supervise the management of the business and affairs of the Group in the best interest of the shareholders.

For effective discharge of its functions, the responsibilities of the Board include:

- To provide leadership and oversee the overall conduct of the Group's businesses to ensure that the businesses are being properly managed;
- To set, review, challenge and adopt strategic plans, values and standards for the Group and to ensure that such strategic plans and the risk, performance and sustainability thereon are effectively integrated and appropriately balanced;
- To review and adopt corporate governance best practices in relation to risk management, legal and compliance management and internal control systems to safeguard the Group's reputation, and the employees and assets and to ensure compliance with applicable laws and regulations;
- To ensure that the Company has effective Board committees as required by the applicable laws, regulations, rules, directives and guidelines and as recommended by MCCG;

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- (vi) To review and approve the annual business plans, financial statements and annual reports. To review and carefully consider whether the relevant disclosure is consistent with Board's own knowledge of the Group's affairs;
- (vii) To supervise and assess management performance to determine whether the business is being properly managed;
- (viii) To review, challenge, deliberate and decide on management's business proposal and to monitor the implementation process;
- (ix) Together with senior management, promote good corporate governance culture within the company, which reinforces ethical, prudent and professional behaviour;
- (x) To monitor the relationship between the Group and the management, shareholders and stakeholders, and to develop and implement an investor relations programme or shareholders' communications policy for the Group;
- (xi) To ensure that senior management has the necessary skills and experience, and there are measures in place to provide for the orderly succession of board and senior management;
- (xii) To ensure the integrity of the company's financial and non-financial reporting; and
- (xiii) To appoint the Board committees, to delegate powers to such committees, to review the composition, performance and effectiveness of such committees, and to review the reports prepared by the Board committees and deliberate on the recommendations thereon.


The Board may choose to delegate some of these responsibilities to one or more of its Board Committees. This delegation of responsibilities will be reflected in the terms of reference of the respective Board Committees.

2.0 **Size, Composition and Nomination**

The size of the Board is stipulated in the Constitution of the Company. The size of the Board must commensurate with the range of credential, knowledge, views and experience needed for effective functioning of the Board, consistent with the best practice as stipulated in MCCG and the regulator's requirement of independent directors.

The Board is supportive of gender diversity policy. In its selection of board members, the Board provides equal opportunity to all candidates who meet the criteria and other qualities vis-a-vis the Group present business portfolios and prospective investments. The detailed profiles of nominated directors will be presented to Board by the Nomination Committee to assist the Board in their decision whether to confirm the appointment of the nominated directors.

All new Directors appointed to the Board shall undertake an induction program coordinated by the Chief Executive Officer.

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3.0 Chairman of the Board

The Board is empowered by the Company to appoint a Chairman. In the absence of the Chairman, the Directors present must elect a Director present to chair the meeting.

The role and key responsibilities of the Chairman


The role of the Chairman is to ensure that the Board is functioning effectively and the key responsibilities of the Chairman include:

- providing leadership for the board so that the board can perform its responsibilities effectively;
- setting the board agenda and ensuring that board members receive complete and accurate information in a timely manner;
- leading board meetings and discussions;
- encouraging active participation and allowing dissenting views to be freely expressed;
- managing the interface between board and management;
- ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the board as a whole; and
- leading the board in establishing, adopting and monitoring good corporate governance practices in the company.

4.0 Chief Executive Officer

The key responsibilities of the Chief Executive Officer is to:

- develop strategic direction of the Group;
- ensure Board decisions are implemented and Board directions are responded to and reflect its environment, safety and health intentions as articulated in the environment, safety and health policy statement;
- provide directions in the implementation of short and long-term business plans;
- provide strong leadership i.e. effectively communicating a vision, management philosophy, business strategy, safety and health policies to the employees;
- keep Board fully informed of all important aspects of the Group's operations and ensure sufficient information is distributed to Board members;
- ensure day-to-day business affairs of the Group are effectively managed
- Committed to upholding ethical conduct and integrity in line with the applicable

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anti-bribery and anti-corruption laws; and

- serving as the conduit between the Board and Management in ensuring the success of the Group's governance and management functions.

5.0 Independent Director

An independent director must fulfil the provisions and definition of 'independent director' of the Listing Requirements at all times and must declare their independence to the Board annually.

The tenure of an independent director should not exceed a cumulative term of nine (9) years. Upon completion of the nine years, an independent director may continue to serve on the board subject to the director's re-designation as a non-independent director. In the event the Board wishes to retain the independence status of an independent director, who has served in that capacity for more than nine (9) years, the Board must justify and seek shareholders' approval through a two-tier voting process as guided by the MCCG, as follows:

Tier 1: Only the Large Shareholder(s) of the Company, votes

Tier 2: Shareholders other than Large Shareholder(s) votes

Large Shareholder(s) means a person who –


- is entitled to exercise, or control the exercise of, not less than 33% of the voting shares in the Company;
- is the largest shareholder of voting shares in the Company;
- has the power to appoint or cause to be appointed a majority of directors of the Company; or
- has the power to make or cause to be made, decisions in respect of the business or administration of the Company, and to give such effect to such decisions or cause them to be given effect to.

The decision for the resolution is determined based on the simple majority of votes of Tier 1, and a simple majority of votes of Tier 2. The resolution is deemed successful if both Tier 1 and Tier 2 votes support the resolution. The resolution is deemed defeated where the vote between the two tiers differs or where Tier 1 voter(s) abstained from voting.

In the event the Board wishes to continue to retain an Independent Director after the twelfth (12) year, that Director concerned would have to be re-designated to be a Non-Independent Director.

The responsibilities of an Independent Director are:

- provide and enhance the necessary independence and objectivity to the board;
- provide the Board with the necessary advice with regards to their respective area of specialisation;

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- ensure effective checks and balances on the board;
- mitigate any possible conflict of interest in policy-making process and the day-to-day management of the Group;
- constructively challenge and contribute to the development of business strategy and direction of the Group; and
- ensure that adequate systems and controls to safeguard the interests of the Group are in place.

6.0 Executive Directors

The key responsibilities of the Executive Directors are to:

- oversee the day-to-day operations of the Group and to ensure the smooth and effective running of the Group;
- together with the Head of Departments, to ensure that the business affairs of the Group are carried out in an ethical manner and in compliance with relevant laws and regulations;
- conduct in between the Board and the Management in ensuring the success of management functions;
- Committed to upholding ethical conduct and integrity in line with the applicable anti-bribery and anti-corruption laws; and
- implements the policies, strategies and decision adopted by the Board.


7.0 Company Secretary

The appointment and removal of the Company Secretary is a matter for the Board. The Company Secretary should be suitably qualified, competent and capable of carrying out the duties required of the position.

The key roles of the Company Secretary are 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.

The main responsibilities of the Company Secretary, include but not limited to the following:-

- Manage all board and committee meeting logistics, attend and record minutes of all board and committee meetings and facilitate board communications;
- Advise the board on its roles and responsibilities;
- Facilitate the orientation of new directors and assist in director training and development;
- Advise the board on corporate disclosures and compliance with company and

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securities regulations and listing requirements;

- Manage processes pertaining to the annual shareholder meeting;
- Monitor corporate governance developments and assist the board in applying governance practices to meet the board's needs and stakeholders' expectations; and
- Serve as a focal point for stakeholders' communication and engagement on corporate governance issues.
- draw up meeting agendas in consultation with the Board Chairman and maintain the minutes;
- attend Board and Board Committee meetings and ensure the proceedings of meetings are recorded and the minutes circulated in a timely manner; and
- ensure the presence of a quorum at the meeting

B) BOARD OPERATIONS AND PROCEDURES

8.0 Strategic Functions

- **Strategic planning:** Approving the Group's strategy, objectives, associated performance indicators and targets and approving any subsequent material variations.
- **Business planning:** Approving, adopting and monitoring the business plan including operating budgets, capital budgets, performance indicators and major projects including corporate restructures/reorganisation, major capital expenditure, capital management, acquisitions and divestitures and any significant initiatives or opportunities.
- **Funding:** Contributing to and approving a strategy for the Group funding, including funding targets, timelines and avenues and appropriately involving itself in liaison and communication with potential sources of funding.
- **Change management:** Overseeing the Group's capacity to identify and respond to changes in its economic and operating environments.
- **Stakeholder liaison:** Appropriately involving itself in liaison and communication with key stakeholders.
- **Performance monitoring:** Overseeing the conduct and performance of the Group to ensure they are being properly and appropriately managed. To discharge this duty the Board will give specific and regular attention to:
 - monitor performance against the strategic and business plans;
 - monitor performance against peer and competitor companies; and
 - enquire and follow up areas of poor performance and their cause.


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9.0 Governance and Matters reserved for the Board

- **Delegations of authority:** Reviewing, approving and, where appropriate, revising the delegations of authority from the Board to the management. These delegations must be clearly convey to empower the Chief Executive Officer, Executive Directors and key senior management team to run the Group.
- **Committees:** Overseeing the work of the Board Committees including determining the need for specific Committees, reviewing the need for those Committees on an ongoing basis, receiving reports from, reviewing the work of, and considering the recommendations made by each Committee.
- **Information needs:** Dictating its information needs to management including the form, timing, content and style of Board papers and ensuring these are fully addressed on an ongoing basis.
- **Management succession planning:** Ensuring that appropriate plans are in place for the succession of senior management.
- **Other matters:** Attending to corporate governance matters including the identification and nomination to the members of new Directors to fill Board vacancies and to any other matters identified as reserved to the Board.

10.0 Risk Management, Compliance and Internal Controls

- **Risk management:** Defining the Group's risk appetite, approving and overseeing the operation of the Group's corporate risk management framework, assessing its effectiveness, understanding and reviewing the major/significant risks facing the group and monitoring their management.
- **Internal controls:** Overseeing, reviewing and monitoring the operation, adequacy and effectiveness of the Group's reporting systems and the overall framework of internal controls established by management including operational, accounting and financial reporting controls.
- **Operational compliance:** Approving, reviewing and monitoring compliance with corporate policies.
- **Legal compliance:** Overseeing, reviewing and monitoring the operation of the Group's procedures to ensure compliance with relevant legislation is actively promoted within the Group. Attention shall also be given to privacy and occupational health and safety programs.
- **Reputation:** Being aware of and, where appropriate, reviewing any litigation, actions, transactions and issues, papers and reports to external/third parties which impact on the Group and which may attract public, government, regulatory or other interest.
- **Encourage the reporting of unlawful or unethical behavior:** Maintaining a firm stance in encouraging the reporting of unlawful or unethical behavior and ensuring that employees and management are assured of protection where violations are reported in good faith.

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11.0 Financial

- **Financial oversight:** Overseeing all aspects of the Group's financial position including giving specific attention to the quantum, nature and terms of Group's debt facilities and its ability to meet its debts and other obligations as they fall due.
- **Financial reporting:** Approving the annual audited financial statements, the quarterly financial statements, and the theme and text of the Company's and Group's annual report.
- **Audit:** Selecting the Group's external auditors for approval by the members, ratifying the appointment of the internal auditor and approving their respective scopes of work.
- **Related party transactions:** Reviewing and monitoring all related party transactions to identify whether consideration should be given to seeking stakeholder approval and ensuring compliance with the market regulations.

12.0 Human Resource

- **Executive appointment and termination:** The appointment and dismissal of Chief Executive Officer and Executive Directors.
- **Executive performance and development:** Ensuring an appropriate process is in place to recruit, review the performance of, remunerate, train and develop executives and to provide for management succession.
- **Executive compensation:** Reviewing and approving the compensation, equity and incentive schemes in place for the executives to ensure they are appropriate and competitive.
- **Ethical behavior:** Reviewing, approving and monitoring compliance with the Group Code of Ethics, which provides guidance regarding ethical behaviour, including approving all proposed revisions or waivers.


13.0 Relationship between the Board and Management

Subject to the formal delegations of authority, the Board delegates responsibility for the operation and management of the Group business to the Chief Executive Officer and the management team. Management is accountable to the Board and is to fulfil this responsibility through the provision of reports, briefings and presentations on a regular basis throughout the year.

Other executive and top management shall attend Board meetings by standing invitation.

The Board will adopt appropriate structures and procedures to ensure it retains its independence and functions independently of management. This will include the Non-Executive Directors meeting in the absence of management on a scheduled basis.

Independent Directors may communicate with members of the senior management team at any time.

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14.0 Investor and Stakeholder Liaison

The Board's investor and shareholder liaison objective is to ensure that there is effective communications with its shareholders, the financial communities and other stakeholders that fairly and accurately reflect the Group. This is to help the Group to achieve a fair market value for its securities and optimum cost of capital and at the same time to facilitate investors and potential investors to make informed investment decisions.

The Board's investor and stakeholders relations initiatives are designed and driven by the following principles:

- The Board will always report its financial results and material development to Bursa Malaysia Securities Berhad, its shareholders and other stakeholders in an open, timely and comprehensive manner;
- The Board will communicate only through its designated spokespersons;
- The Board will leverage its website as an additional communications channel;
- The Board will proactively address reports and rumors, so as to avoid unnecessary speculation in its securities;
- The Board will give reasonable access to analysts and the media to help them have informed opinions of the Group, but will not seek to influence those opinions or to give information that is not available to the general public; and
- The Board will meet with its shareholders in the Company's Annual General Meeting and Extraordinary General Meeting (if any) to inform, and obtain feedback from shareholders.


15.0 Board Committees

The Board may from time to time establish appropriate Committees to assist it in the discharge of its responsibilities. However, the Board will not delegate any of its decision making authority to those Committees. The Board has established the following Committees:

- Audit and Risk Management Committee;
- Nominating Committee; and
- Remuneration Committee; and

Each formally constituted Committee will have their written terms of reference, approved by the Board. Formal minutes of each Committee meeting will be prepared and circulated to each of the Directors within the time frame set out in the relevant Committee's terms of reference, together with a clear list of recommendations and/or other matters and issues for the consideration of the full Board at the next Directors' meeting.

Where a Committee meeting is necessarily held a short time in advance of a Board meeting, for example where the Audit Committee completes its review of the financial statements only shortly in advance of the Board meeting to approve those accounts, the Board may be verbally briefed by the

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Chairperson of the Committee. However, this must be followed by formal written minutes within the prescribed timeframe.

16.0 Meetings

Board meetings are held at least four (4) times annually. The agenda for each meeting is dictated by the needs of the Board and the matters set out in the annual agenda for attention at a particular meeting.

Additional Board meetings can be convened by the Company Secretary at the request of any Director at any time by giving all Directors at least seven (7) days' notice in writing. A meeting may, with the consent of all Directors, be convened with shorter notice.

Personal attendance of Board members at meetings is preferred. But, the Board and Board Committees may hold meetings at two (2) or more venues using any technology (for example: teleconferencing) that gives all members of the Board or the relevant Board Committee a reasonable opportunity to participate in the meeting.

In addition to the above, subject to relevant laws and guidelines, the following should be observed by Board:


- To meet on a quarterly basis, but in any event, no less than once in every three (3) months, or whenever deemed necessary;
- All directors must attend at least 50% of the Board meetings held in each financial year or such other percentage as may be prescribed by the Listing Requirements;
- the quorum of the meetings shall be met pursuant to the Constitution of the Company;
- the participation of the Director can be facilitated by means of video or telephone conferencing;
- the relevant management personnel may be invited to attend the Board meetings;
- The Company Secretary shall be the Secretary of the Board Meeting and minutes of meetings shall be taken and documented; and
- Information should be supplied to the directors at least seven (7) days prior to the meeting in order for them to discharge their duties.

In lieu of meeting, the Board is allowed to carry out resolutions by way of circulation.

17.0 Access of Information and Resources

The Board shall:

- have complete, adequate and timely information prior to Board meetings and on an ongoing basis;
- have the resources required to perform its duties;

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- have full and unrestricted access to any information pertaining to the Group; and
- be able to obtain independent professional or other advice at the expenses of the Group.

18.0 Continuing Education Programme and Training

All newly appointed Board members shall undergo a formal induction and continuous education programme to ensure that they understand:

- a) their roles and responsibilities;
- b) the Board's expectations in terms of their knowledge contribution;
- c) the nature of the Group's business;
- d) current issues faced; and
- e) strategies adopted by the Group.

All Directors shall ensure that they keep abreast of regulatory changes, other developments and broad business trends. The Board must evaluate the training needs of its Directors on a continuous basis and ensure all Directors have access to appropriate continuing education programmes. While management, Company Secretary, Internal and External Auditors will brief the Board on changes in the legislative, regulatory or industry framework which impact the Group, this is not a substitute for the Directors' efforts to seek continuous knowledge of the changes in the market regulations.

Based on the result of appraisal, the Nomination Committee would assist the Board to undertake an assessment of the training needs of each director.


19.0 Remuneration

The Board will consider for adoption a remuneration policy established by the Remuneration Committee designed to enhance corporate and individual performance. The level of remuneration will be designed to attract and maintain talented and motivated Directors and employees. Executive Directors are remunerated based on the Group's performance whilst the remuneration of the non-executive directors is determined in accordance with their and the level of responsibilities assumed.

The maximum amount of Directors' fees and benefit to be paid to non- executive Directors will be recommended by the Board and subject to the passing of an ordinary resolution of the shareholders.

20.0 Performance Evaluation

The Board reviews and evaluates individual directors' performance, its own performance and the performance of its Committees at least annually based on the report of the Nominating Committee.

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C) OTHER MATTERS

21.0 Disclosure and Conflict of Interest

Directors are required to take all reasonable steps to avoid actual, potential or perceived conflict of interest with the Group's interest.

Should there be actual, potential or perceived conflict of interest between a Company and a director, or a person connected with Director such as a spouse, other family member, or a related company, the interested director shall make full disclosure in bona fide and act honestly in the best interest of the Group and shall not participate in deliberations and shall abstain himself from casting his votes in any matter arising there from.

22.0 Anti-Bribery and Anti-Corruption Responsibilities

The Board adopts a strict zero-tolerance policy against all forms of bribery and corruption in accordance with the Malaysian Anti-Corruption Commission Act 2009 (Act 694), the Malaysian Anti-Corruption Commission (Amendment) Act 2018 including Section 17A on corporate liability, the Companies Act 2016, and all other applicable laws, regulations, and guidelines relating to anti-corruption.

The Board is committed to promoting a culture of integrity, transparency, accountability, and ethical business conduct throughout the Group.

23.0 Indemnity and Insurance

The Board is responsible to consider appropriate insurance policy to mitigate liabilities of directors and management holding office in the Group.

24.0 Publication of the Board Charter

This Charter will be available to all Directors. A copy of this Charter shall be published on the Company's website.

25.0 Review of the Board Charter

The Board will review this Charter and make any necessary or desirable amendments to ensure they remain consistent with the Board's objectives, current regulation requirements and governance best practice. Changes of the provisions in the Charter shall be adopted by the Board with a formal resolution.