



T7 GLOBAL BERHAD
[Registration No. 200401023809 (662315-U)]
(Incorporated in Malaysia)

BOARD CHARTER
(Revised on 6 April 2022)

1. INTRODUCTION

The Board of Directors ("**Board**") of T7 Global Berhad ("**T7 Global**" or "**the Company**") recognises the importance of corporate governance to the success of T7 Global and its Group of Companies' ("**the Group**") businesses with leading and overseeing the business of the Group, which includes optimising long-term financial returns and shareholder wealth creation.

The Board Charter is prepared in accordance with the principles and practices of the Malaysian Code on Corporate Governance (revised on 28 April 2021) ("**MCCG**") as considered appropriate, Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Malaysia Securities**") ("**Listing Requirements**") on corporate governance, certain aspects of the Company's Constitution and relevant portions of the Companies Act 2016 ("**CA 2016**") in so far as the duties and responsibilities of Directors are concerned.

2. OBJECTIVE

The objective of the Board Charter are to ensure that all the Board members acting for and on behalf of the Company are aware of their duties and responsibilities as Board members and the various legislation and regulations affecting their conduct and that the principles and practices of good governance are applied in all their dealings in respect, and on behalf of the Company.

3. THE BOARD

3.1 Board Composition and Board Balance

- (1) The Constitution of the Company provides a minimum of three (3) and a maximum of fifteen (15) Directors. At any one time, at least two (2) directors or one-third (1/3) of the Board, whichever is higher, shall be Independent Directors.
- (2) In line with Practice 5.2 of the MCCG, the Company shall strive to fulfill the recommendation that at least half of the Board comprises Independent Directors.
- (3) The Board will appoint a Chairman of the Board from among the Directors.
- (4) The position of the Chairman, Deputy Chairman or Group Chief Executive Officer ("**CEO**") must be held by different individuals. The distinct and separate roles of the Chairman, Deputy Chairman or Group CEO, with a clear division of responsibilities, ensure a balance of power and authority, such that no one individual has unfettered powers of decision-making.
- (5) The Chairman of the Board should not be a member of the Audit and Risk Management Committee, Nomination Committee or Remuneration Committee.
- (6) The Chairman of the Board should not be involved in the Board Committees to ensure there is check and balance as well as objective review by the Board.
- (7) The Board should be of a size and composition with the benefit of diversity in

skills, experiences, age, cultural background and gender, perspectives and skills that are conducive to effective decision making and effective discharge of its roles and responsibilities for the benefit of the Company.

- (8) The Board through the Nomination Committee shall review the size and composition of the Board and Board Committees, which include the skill sets, experience and functional knowledge of its members on a periodic basis, to ensure an appropriate balance of skills, experience and diversity.

3.2 Appointments and Re-elections of Directors

- (1) The Nomination Committee is responsible for identifying and nominating suitable candidates for the appointments to the Board for approval, either to fill vacancies or as addition to meet the changing needs of the Company.
- (2) 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 shall endeavor to utilise independent sources or any other sources to identify the suitably qualified candidate. If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.
- (3) The appointment of a new Director is a matter for consideration and decision by the Board upon appropriate recommendation from the Nomination Committee.
- (4) In making the evaluation, the Nomination Committee and the Board will consider based on objective, criteria, merit and with due regard for the required mix of skills, experience, gender diversity and other qualities including core competencies, where appropriate.
- (5) In accordance with the Company's Constitution, all Directors who are appointed by the Board may only hold office until the following Annual General Meeting ("**AGM**") subsequent to their appointment and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are required to retire by rotation at that AGM. The Board should ensure shareholders have the information they require to make an informed decision on the appointment and re-appointment of a Director.
- (6) The Company's Constitution also provides that one-third (1/3) of the remaining Directors be subject to re-election by rotation at each AGM provided always that all Directors including the Managing Director shall retire from office at least once every three (3) years but shall be eligible for re-election.

3.3 Directors' Fit and Proper Policy

A fit and proper policy serves as a guide to the Nomination Committee and the Board in their review and assessment of candidates that are to be appointed onto the Board as well as Directors who are seeking for election or re-election.

In assessing a person's level fitness and propriety, the Board via the Nomination Committee, shall consider the overarching criteria include but not limited to the following:-

1. Character and integrity

(a) Probity

- The person is compliant with legal obligations, regulatory requirements and professional standards;
- The person has not been obstructive, misleading or untruthful in dealings with regulatory bodies or a court;

(b) Personal integrity

- The person 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;
- The person 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;

(c) Financial integrity

- The person manages personal debts or financial affairs satisfactorily;
- The person demonstrates ability to fulfil personal financial obligations as and when they fall due;

(d) Reputation

- The person is of good repute in the financial and business community;
- The person has not been the subject of civil or criminal proceedings or enforcement action, in managing or governing an entity for the past 10 years;
- The person 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;

2. Experience and competence

(a) Qualifications, training and skills

- The person 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);
- The person has a considerable understanding on the workings of a corporation;
- The person possesses general management skills as well as understanding of corporate governance and sustainability issues;
- The person keeps knowledge current based on continuous professional development;
- The person possesses leadership capabilities and a high level of emotional intelligence;

(b) Relevant experience and expertise

- The person 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;

(c) Relevant past performance or track record

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

3. Time and commitment

(a) Ability to discharge role having regard to other commitments

- The person is 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 organisations).

(b) Participation and contribution in the Board or track record

- The person demonstrates willingness to participate actively in board activities;
- The person demonstrates willingness to devote time and effort to understand the businesses and exemplifies readiness to participate in events outside the boardroom;
- The person manifests passion in the vocation of a director;
- The person exhibits ability to articulate views independently, objectively and constructively;
- The person exhibits open mindedness to the views of others and ability to make considered judgment after hearing the views of others.

A person who has been identified for appointment as a Director or for re-appointment/re-election as a Director shall be required to make the fit and proper declaration in the form as set out in **Appendix I** of this Board Charter or in such other forms as the Nomination Committee may from time to time prescribe or approve.

3.4 Independence

(1) An Independent Director means a director who is independent of management and free from any business or other relationship which could interfere with the exercise of independent judgement or the ability to act in the best interest of the Company. Without limiting the generality of the foregoing, an Independent Director is one who:-

(a) is not an executive director of T7 Global or any related corporation of T7

- Global (each corporation is referred to as "**said Corporation**");
- (b) has not been within the last 3 years, an officer (except as an independent director) of the said Corporation. For this purpose, "**officer**" has the meaning given in Section 2 of the CA 2016;
 - (c) is not a major shareholder of the said Corporation;
 - (d) is not a family member of any executive director, officer or major shareholder of the said Corporation;
 - (e) is not acting as a nominee or representative of any executive director or major shareholder of the said Corporation;
 - (f) has not been engaged as an adviser by the said Corporation under such circumstances as prescribed by Bursa Malaysia Securities or is not presently a partner, director (except as an independent director) or major shareholder, as the case may be, of a firm or corporation which provides professional advisory services to the said Corporation under such circumstances as prescribed by Bursa Malaysia Securities; or
 - (g) has not engaged in any transaction with the said Corporation under such circumstances as prescribed by Bursa Malaysia Securities or is not presently a partner, director or major shareholder, as the case may be, of a firm or corporation (other than subsidiaries of the applicant or listed issuer) which has engaged in any transaction with the said Corporation under such circumstances as prescribed by Bursa Malaysia Securities.
- (2) The tenure of an Independent Director does not exceed a cumulative term of nine (9) years. However, if the Board intends to retain the Independent Director beyond nine (9) years, the Board should justify and seek annual shareholders' approval through a two-tier voting process as described in the MCGG, upon the recommendation from the Nomination Committee.
- (3) Such Independent Director shall continue to act as Director and to be re-designated as Non-Independent Director if the abovementioned shareholders' approvals are not obtained.

3.5 Other Directorships

- (1) As per Paragraph 15.06 of Listing Requirements, a Director of listed issuer must not hold more than five (5) directorships in listed issuers. Any Director is, while holding office, at liberty to accept other Board appointment(s) in other companies so long as the appointment is not in conflict with the Company's business and does not affect the discharge of his duty as a Director of the Company.
- (2) In line with best corporate governance practices, the Board should set out expectations on time commitment for its members and protocols for accepting new directorships in other companies. In this instance, Board members are expected to achieve at least 50% attendance of total Board Meetings in any applicable financial year.
- (3) Prior to the acceptance of new board appointment(s) in other companies, the Directors should notify the Chairman of the Board and/or the Company Secretary in writing. The said notification should include an indication of time that will be spent on the new appointment.

3.6 Directors' Remuneration

- (1) The Company aims to set remuneration at levels which are sufficient to attract

and retain the Directors and Senior Management needed to run the Company 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.

- (2) The remuneration of the Directors (both Executive and Non-Executive) are subject to review and recommendation by the Remuneration Committee.
- (3) The Board had established a formal, fair and transparent remuneration policy as a guide for the Board and the Remuneration Committee to determine the remuneration of Directors and Senior Management of the Company, which take into account the demands, complexities and performance of the Company as well as skills and experience required.

A copy of Directors and Senior Management's Remuneration Policy is available on the Company's corporate website on www.t7global.com.my.

- (4) The total amount of Directors' fees and benefits payable to the Directors is subject to annual shareholders' approval at a general meeting.

3.7 Directors' Training and Continuing Education

- (1) All newly appointed Directors have to complete the Mandatory Accreditation Programme (MAP) as required by Bursa Malaysia Securities.
- (2) All Directors are encouraged to attend various external and internal training sessions, seminars, forums and conferences, particularly on corporate ethics and integrity matters, risk management, the latest development or changes in statutes, relevant regulatory requirements and corporate governance practices, etc that are conducive to discharging their roles, functions and duties effectively. All costs incurred ancillary or incidental to the training shall be borne by the Company.
- (3) The Board, assisted by the Nomination Committee, shall evaluate and determine the training needs of its Directors on an on-going basis by determining areas that would best strengthen their contribution to the Board.

3.8 Board Diversity

- (1) The Board recognises that board diversity is an essential element contributing to the sustainable development of the Group and it does not discriminate on the basis of ethnicity, age, gender, nationality, political affiliation, religious affiliation, marital status, education background or physical ability.
- (2) In making recommendation of suitable candidates, the Nomination Committee shall consider the following:-
 - Qualifications;
 - Skills and competence;
 - Functional knowledge;
 - Experience;
 - Character;
 - Gender diversity;
 - Integrity and professionalism;
 - Time commitment; and

- In the case of candidates for the position of Independent Directors, whether the test of independence under the Listing Requirements is satisfied.
- (3) The appointment of Key Senior Management is based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender to discharge their role.

4. BOARD ROLE

4.1 Duties and Responsibilities of the Directors

- (1) The Director shall at all times exercise his powers for a proper purpose and in good faith in the best interest of the Company and shall act integrity, lead by example, keep abreast of his responsibilities as a director and of the conduct, business activities and development of the Company. He shall also act honestly and use reasonable care, skill and diligence in the discharge of the duties of his office and shall not make use of any information acquired by virtue of his position to gain directly or indirectly an improper advantage for himself or for any other person or to cause detriment to the Company.
- (2) In line with Practice 1.1 and Guidance 1.1 of the MCCG, the Board has the following key responsibilities: -
- (a) together with senior management, promote good corporate governance culture within the Group which reinforces ethical, prudent and professional behaviour;
 - (b) review, challenge and decide on Management's proposals on matters for the Company including corporate strategy, business plan and budget, and monitor the implementation by Management;
 - (c) review and approve strategic plans to ensure that such strategic plans of the Group supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
 - (d) supervise and assess management performance to determine whether the business is being properly managed;
 - (e) ensure there is a sound framework for internal controls and risk management;
 - (f) understand the principal risks of the Company's business and recognise that business decisions involve the taking of appropriate risks;
 - (g) set the risk appetite within which the Board expects Management to operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;
 - (h) 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;

- (i) ensure that the Group has in place procedures to enable effective communication with stakeholders;
 - (j) ensure that all the Directors are able to understand financial statements and form a view on the information presented;
 - (k) ensure the integrity of the Company's financial and non-financial reporting. Courts have held that it is the duty of every Director to read the Financial Statement of the Company and carefully consider whether what they disclose is consistent with the Director's own knowledge of the Company's affairs.
- (3) The Board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders. The Board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.
- (4) The Board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

4.2 Matters Reserved for the Board

The following list of matters are reserved for the Board's attention and approval, except where they are expressly delegated by the Board to a Board Committee, the Chairman or the Deputy Chairman:-

- (1) approval of strategic directions/corporate plans;
- (2) approval of annual budget;
- (3) expenditures/capital expenditures or transactions exceeding the Limits of Authority of the senior management;
- (4) approval of new investments, divestments, mergers and acquisitions, corporate restructuring, including the establishment of subsidiaries, joint ventures or strategic alliances both locally and abroad;
- (5) approval of material acquisitions and disposals of undertakings and properties not in the ordinary course of business;
- (6) approval of unaudited quarterly financial results and audited annual financial statements;
- (7) appointment of new Directors, Board Committee members or Group CEO, other senior management positions and the Company Secretary;
- (8) Appointment of external auditors and their related fees;
- (9) declaration of dividends;
- (10) approval of anti-bribery and anti-corruption framework and policies;
- (11) approval of remuneration for Directors including fees, allowances, and benefits-in-kind;
- (12) related party transactions and capital financing; and
- (13) any matters and/or transactions that fall within the ambit of the Board pursuant to the CA 2016, Listing Requirements, Company's Constitution, Terms of Reference ("**TOR**") of respective Board Committees or any other applicable laws.

4.3 Individual Director

Every Director must, in the performance of his/her duties as a Director:-

- (1) at all times act not only in good faith and honesty, but also in the best interests of the Company and promote T7 Global's success for all its shareholders as a whole by exercising independent judgement with reasonable care, skill and diligence, whilst having regard to, among other matters, the interests of employees, the fostering of business relationships with customers, suppliers and others, and the impact of the Group's operations on the communities in which the business operates and the natural environment.
- (2) take an active interest in the Group's affairs, obtain a general understanding of its business and follow up anything untoward that comes to his/her attention.
- (3) only exercise powers (such as the power to delegate) in accordance with the terms for which he/she is granted and for a proper purpose, and act in accordance with the Company's Constitution.
- (4) ensure that the Group complies fully with the relevant rules, regulations and laws.
- (5) provide entrepreneurial leadership of T7 Global, within a framework of prudent and effective controls which enables risk to be assessed and managed.
- (6) help set the Group's values and standards, and ensure that T7 Global's obligations to its customers, shareholders, finance providers, regulators and others are understood and met.
- (7) shall not make use of any information acquired by virtue of his position to gain directly or indirectly an improper advantage for himself or for any other person or to cause detriment to the Company.
- (8) shall at all times avoid conflicts of interest and shall as soon as practicable after the relevant facts have come to his/her knowledge, declare the nature of his/her interest (direct or indirect) in a proposed transaction or arrangement with T7 Global at a meeting of the Directors of the Company. Every Director shall give notice to the Company of such events and matters relating to him/her as may be necessary or expedient to enable the Company and its officers to comply with the requirements of the CA 2016.

4.4 Chairman of the Board

- (1) The Board will appoint a Chairman from among the Directors. The Chairman lead the Board and are responsible for the effective performance of the Board.
- (2) The responsibilities of the Chairman of the Board, amongst others, are as follows: -
 - (a) to provide leadership to the Board so that the Board can perform its responsibilities effectively;
 - (b) to lead the Board in the adoption and implementation of good corporate governance practices in the Company;
 - (c) to set the Board agenda and ensure the Board members receive

- (d) complete and accurate information in a timely manner;
- (e) to lead in discussions at meetings and ensure efficient and effective conduct of the Board meetings;
- (f) to encourage active participation and allow dissenting views to be freely expressed;
- (g) to promote constructive and respectful relations between Board members and manage the interface between the Board and Management;
- (h) to ensure appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole; and
- (i) to instil good corporate governance practices, leadership and effective of the board is appointed.

4.5 Deputy Chairman or Group CEO

- (1) The Deputy Chairman or Group CEO is primarily accountable for overseeing the day-to-day operations to ensure the smooth and effective running of the Group.
- (2) The responsibilities of the Deputy Chairman or Group CEO, includes the following:-
 - (a) to develop and implement corporate strategies and short- and long-term business plans of the Group;
 - (b) to ensure strategies and corporate policies are effectively implemented;
 - (c) to ensure Board decisions and directions are implemented;
 - (d) to supervise heads of divisions and departments who are responsible for all function contributing to the success of the Group;
 - (e) to providing strong leadership to the management team and employees of the Group;
 - (f) to keep the Board fully informed of all material and other relevant matters of the Company's operations and ensuring sufficient information is distributed to Board members in an accurate and timely manner; and
 - (g) to ensure the day-to-day business affairs of the Group are effectively and efficiently managed;

4.6 Executive Directors

- (1) In essence, the conduit between the Management and the Board in ensuring the success of the Company's human resources, financial management and governance function. The Executive Directors are responsible for the effective implementation of the Group's human resources plan and policies established by the Board as well as to oversee the financial conduct of the business to ensure its smooth and efficient operations.
- (2) The responsibilities of the Executive Directors include, but are not limited to the following:-
 - (i) to ensure the efficient and effective day-to-day management of the Company with all powers, discretions and delegations authorised by the Board;
 - (ii) to establish and implement the strategic direction of the Company as

- approved by the Board;
 - (iii) to make recommendations to the Board relating to the business and operations of the Company;
 - (iv) to identify and to ensure all material matters affecting the Company are brought to the attention of the Board; and
 - (v) to carry out any other duties and responsibilities as assigned by the Board of Directors or Group CEO from time to time.
- (3) In discharging the above responsibilities, the Executive Directors can delegate appropriate functions to any member of senior management, who shall report to the Executive Directors.

4.7 Independent Non-Executive Directors

- (1) Independent Directors are to provide valuable opinion on T7 Global's issues including strategy, performance and key performance indicators standards of management team, resource management, risk management and code of conducts.
- (2) The Independent Non-Executive Directors are not engaged in the day-to-day management of the Company and are expected to be vigilant guardians of the activities of the Board as a whole.
- (3) The Independent Non-Executive Directors are expected to focus on Board matters and not stray into 'executive direction', thus providing an independent view of the Company that is removed from the day-to-day running. They are appointed to the Board to bring independence, impartiality, wide experience, special knowledge and personal qualities.
- (4) The Independent Non-Executive Directors have a supervisory role in ensuring that a solid foundation for good corporate governance is provided to the Group and are required to:-
 - (a) support the Chairman and Deputy Chairman in ensuring that the Board provides effective direction for, and oversight of, the management of the Group and its compliance with its statutory and regulatory responsibilities.
 - (b) provide input into the setting of the Group's strategic aims, the development of deliverable plans to achieve these objectives, and the assessment of the effectiveness of the delivery by the Management of these plans.
 - (c) constructively challenge and help develop proposals on strategies, and then fully empower and support the Executive Directors to implement the strategies.
 - (d) bring independent and external dimension as well as constructive and informed comments on the Group's strategies, policies, performance, accountability, resources, key appointments and standards of conduct, through regular attendance and active participation in the Board/Board Committees meetings.
 - (e) complement the skills and experience of the Executive Director, in particular through constructive probing based on review and analysis

that brings to bear a wide range of skills, knowledge, experience and insight from other businesses and sectors.

- (f) demonstrate the financial literacy required for a proper understanding of the Group's activities and associated risks.
- (g) satisfy themselves on the adequacy and integrity of financial and other reporting to the Board and shareholders and that the systems in place provide robust and effective financial, operational and compliance controls and risk management.
- (h) determine remuneration strategy for the Company and appropriate levels of remuneration for the Executive Director and the key senior management, and have a prime role in succession planning.
- (i) take the lead where potential conflicts of interests arise regarding matters in which the specific interests of the Management and the wider interests of the Group may at times diverge, for instance, the remuneration of key senior management and the selection of Board members.
- (j) serve on the audit, remuneration, nomination and other governance committees, if invited.
- (k) develop a balanced understanding of shareholders' views through meeting shareholders at general meetings, as those views may provide different perspectives on the Group and its performance.

4.8 Board Committees

- (1) The Board has established the following Board Committees which operate within clearly defined roles and responsibilities as set out in their respective TOR:-

(i) Audit and Risk Management Committee

The Audit and Risk Management Committee must consist of no fewer than three (3) members. All the members shall be Non-Executive Directors with majority of them being Independent Non-Executive Directors and shall not comprise any alternate directors of the Company. The Chairman of the Audit and Risk Management Committee is not the Chairman of the Board.

The key responsibilities of Audit and Risk Management Committee are as follows:-

- to ensure reliability and integrity of the Company's financial accounting and reporting, disclosure, risk management and monitoring of internal control processes within the Company.
- to review the quarterly results, full year financial statements, audit reports which include observations pertaining to risk management and internal controls, as well as related party transactions.

(ii) Nomination Committee

The members of the Nomination Committee should compose of no fewer than two (2) members consisting wholly of Non-Executive Directors, a majority of them who are independent. No alternate director shall be appointed as a member of the Nomination Committee. The Chairman of the Nomination Committee must be an Independent Non-Executive Director or Senior Independent Director.

The Nomination Committee is responsible for the following matters:-

- To ensure that the composition of the Board is refreshed periodically, to review the tenure of each director and annual re-election of a Director should be contingent on satisfactory evaluation of the Director's performance and contribution to the Board.
- to provide a formal and transparent procedures for the appointment of directors as well as annual assessment of effectiveness of individual directors, Board Committees and Board as a whole and key senior management officers.

(iii) Remuneration Committee

The members of Remuneration Committee must be composed of no fewer than two (2) members consisting of only Non-Executive Directors and a majority of them must be Independent Directors. No alternate director shall be appointed as a member of the Remuneration Committee.

The Remuneration Committee is responsible to provide a formal and transparent procedure for developing remuneration policy for Directors and ensuring that compensation is competitive and consistent with the Company's culture, objectives and strategy.

- (2) The Board Committees report to the Board on their deliberations, findings and recommendations.
- (3) The Chairmen of the respective Board Committees report to the Board on matters dealt with at their respective Board Committees Meetings. Minutes of the respective Board Committees are presented at the Board meetings for further notation. While these Board Committees have the authority to deliberate on matters delegated to them, all decisions and/or recommendations made by these Board Committees will be brought to the attention of the Board, which is collectively responsible for the decisions made.
- (4) Details of the membership, TORs and summary of the duties and responsibilities of the respective Board Committees are available on the Company's website on www.t7global.com.my.

5. BOARD OF DIRECTORS' MEETINGS AND SUPPLY OF INFORMATION

- (1) The Board shall conduct at least four (4) scheduled meetings in each financial year, with additional meetings convened as and when the Board's approval and guidance

is required.

- (2) Unless otherwise determined, two (2) Directors for the time being shall form a quorum and a meeting of the Directors at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions by or under the Constitution of the Company for the time being vested in or exercisable by the Directors generally.
- (3) All meetings shall be chaired by the Chairman of the Board. In the absence of the Chairman to preside over the Board meeting, the Deputy Chairman shall be the Chairperson, or in the absence of both Chairman and Deputy Chairman, the Directors present shall choose one of their number to be Chairman of the meeting.
- (4) Directors will use their best endeavour to attend Board meetings. Directors who are unable to attend a meeting should advise the Chairman at the earliest date possible and notify/confirm his or her absence to the Chairman or the Company Secretary of the Company.
- (5) Individual Directors shall attend at least 50% of the Board Meetings held in each financial year. The office of a Director shall become vacant if a Director is absent from more than 50% of the total Board Meetings held during a financial year.
- (6) A member of the Board, or a Committees of Directors, may participate in a meeting of the Directors or the committee of Directors by means of a conference telephone, electronic or any communication facilities which allows all persons participating in the meeting to hear each other. A participant shall be deemed to be present in person at the meeting and shall be entitled to vote or be counted in a quorum accordingly notwithstanding the fact that he is not physically present at the venue where the meeting is to be held. The meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no such group, where the Chairman of the meeting then is.
- (7) The Company Secretary shall attend all Board and Board Committee meetings. Senior management is invited to attend Board and Committee Meetings to provide inputs as and when necessary. Auditors, other professional advisors and consultants may also be invited to brief the Board on specific areas as required.
- (8) Any question arising at a Board Meeting is decided by a majority of votes after due discussion and deliberation, and in case of an equality of votes, the Chairman of the meeting has a second and casting vote subject to the Company's Constitution. A Director is required to abstain from deliberations and voting in respect of any contract or proposed contract or arrangement in which he/she has direct or indirect interest. The Chairman and the Board may, if deemed necessary and appropriate, request an interested Director to excuse himself / herself in the deliberation.
- (9) Board discussions will be open and constructive, recognising that genuinely held differences of opinion could bring greater clarity and lead to better decisions. The Chairman will, nevertheless, seek a consensus in the Board but may, where considered necessary, call for a vote. The proceedings of the Board meeting shall be properly minuted by the Company Secretary and all Board members should ensure that the minutes of meetings accurately reflect the deliberations and decisions of the Board, including whether any Director abstained from voting or deliberating on a particular matter.
- (10) A resolution in writing signed or approved by all Directors shall be as valid and

effectual as if it had been passed at a meeting of the Directors duly called and constituted. All such resolutions shall be described as "Directors' Circular Resolution(s)" or "Directors' Resolution(s) in Writing" and may consist of several documents in like form each signed by (1) or more Directors or their alternates. A signed Directors' Resolution In Writing transmitted by facsimile or any other electronic means shall be deemed to be an original.

5.1 Access to Information/Independent Advice

- (1) Directors are entitled to request and receive additional information they consider necessary in order to make informed decisions, including the following:-
 - (a) obtaining full and unrestricted access to any information pertaining to the Company;
 - (b) obtaining full and unrestricted access to the advice and services of the Company Secretary; and
 - (c) obtaining professional independent advice, with the Chairman's prior written consent, at the Company's expense. The Director should provide notice to the Company Secretary of the intention to seek independent advice and shall provide the name(s) of the professional advisors proposed to be engaged, together with a brief summary of the subject matter on which professional advice is being sought. In the event that one or more Directors seek to appoint one or more advisors on the same or similar matter(s), the Chairman shall initiate discussions to reach consensus on the advisor to be engaged.
- (2) Directors are expected to strictly observe confidentiality of the Company's information. Directors are refrained from making improper use of information gained through the position of Director for their own interest, or their employees' interest, if applicable.

6. BOARD EFFECTIVENESS ASSESSMENT

- (1) The Nomination Committee reviews annually the effectiveness of the Board and Board Committees as well as the performance of individual Directors.
- (2) The Company has introduced the Board Effectiveness Assessment ("**BEA**") questionnaire for evaluation of the performance of the Board, Board Committees and individual Directors.
- (3) The evaluation takes place annually and involves Directors completing the BEA questionnaire, covering the Board and Board Committees processes and, the effectiveness and contribution of each of the Directors to the Board and Board Committees.
- (4) The Directors' responses are collated and a comprehensive summary of the findings and recommendations will be submitted to the Nomination Committee for deliberation, after which, the findings and recommendations are escalated to the Board for further review and proposed actions.
- (5) The deliberations of the Nomination Committee on the findings of the BEA are duly minuted at the meetings of the Nomination Committee and the Board.

- (6) The BEA exercise will include the Directors' feedback on areas which affect the performance of the Board which, amongst others, include the following:-
 - (a) Board mix and composition;
 - (b) Quality of information and decision making
 - (c) Boardroom activities
 - (c) Composition of the Board Committees
 - (d) Contribution and performance of the Board Committees
- (7) The Board shall consider engagement of suitably qualified and competent experts/consultants to facilitate objective and candid board evaluations for BEA, if necessary.

7. COMPANY SECRETARY

- (1) The Board shall be supported by one or more suitably qualified and competent person(s) as Company Secretary or joint Company Secretaries in line with the requirements of the CA 2016 to discharge their responsibilities.
- (2) The Company Secretary shall report directly to the Board. The appointment and removal of the Company Secretary is subject to the approval of the Board.
- (3) The office of the Company Secretary shall be vacated if the Company Secretary resigns by notice in writing to the Company left at the Registered Office of the Company. Where a Company Secretary gives notice of resignation to the Directors, the Company Secretary shall cease to act as Company Secretary with immediate effect or on the date specified in such notice (as the case may be).
- (4) The roles and responsibilities of the Company Secretary shall include but not limited to the following:-
 - (a) manage all Board and Board Committees meetings' logistics, attend and record minutes of all Board and Board Committees meetings and facilitate Board communications;
 - (b) advise the Board on its roles and responsibilities;
 - (c) assist in director training and development;
 - (d) advise the Board on corporate disclosures and compliance with the Company's Constitution as well as the CA 2016, Listing Requirements and MCCG;
 - (e) manage processes pertaining to the general meetings;
 - (f) monitor corporate governance developments and assist the Board in applying governance practices to meet the Board's needs and stakeholders' expectations;
 - (g) serve as a focal point for stakeholders' communication and engagement on corporate governance issues;
 - (h) carry out other functions as deemed appropriate by the Board from time to time; and
 - (i) undertake the statutory duties as prescribed under the CA 2016 and the Listing Requirements.

8. INVESTOR RELATIONS AND SHAREHOLDERS COMMUNICATION

- (1) The Board shall maintain an appropriate investor relations and communication

policy which encourages shareholders' participation at general meetings and promotes effective communication with shareholders, stakeholders and the public.

- (2) To enable effective communication with stakeholders, the Company has established a Corporate Disclosure Policies and Procedures in order to provide guidance in disseminating corporation information, and in dealing with shareholders, stakeholders, analysts, media, regulators and the investing public.
- (3) The Board is to place emphasis in promoting effective communication and proactive engagements with the Company's shareholders. The Board shall also ensure high standards of transparency and accountability in its communication with shareholders, as well as with potential investors, analysts and the public. The shareholders shall be informed of all material matters affecting the Company and Group.
- (4) The Board ensures timely release of financial results on a quarterly basis to provide the shareholders with an overview of the Company's performance and operations in addition to the various announcement made during the year to Bursa Malaysia Securities.
- (5) The Board shall ensure the Company leverages on information technology for effective dissemination of information through the Company's website to provide easy access to corporate information pertaining to the Company and its activities to the general public and it is continuously updated.

The Company should leverage technology to facilitate:-

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

The Company should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

- (6) The Board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the Board, Key Senior Management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself. Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.
- (7) The Board shall adopt the following measures in relation to the effective communication with the shareholders of the Company during the general meeting:-
 - (a) Notice of Annual General Meeting should be given to the shareholders at least 28 days prior to the Annual General Meeting.
 - (b) The notice should provide further explanation for the resolution proposed to enable shareholders to make an informed decision in exercising their voting rights.
 - (c) All Directors should commit to attend all general meetings of the Company in order to provide an opportunity for the shareholders to effectively engage with each Director.
 - (d) Open sessions for questions and answers are made available to shareholders

during general meetings and the Chairmen of the Board and Board Committees should provide meaningful response to questions addressed to them.

9. CODE OF ETHICS AND CONDUCT FOR DIRECTORS AND EMPLOYEES

The Company has in place the Code of Ethics and Conduct (“**the Code**”) which is formulated to enhance corporate governance and the standards of professional and ethical practices of Directors and employees of the Group.

The Code sets out the general principles and standards of business conduct and ethical behaviour for the Directors and employees of the Group in the performance and exercise of their responsibilities as Directors and employees of the Group or when representing the Group and includes the expectation of professionalism and trustworthiness from the Directors and employees.

All Directors and employees of the Group must endeavour to observe the Code which provides guidance as to the ethical conduct to be complied to uphold the principles of honesty and integrity, to ensure a high standard of ethical and professional conduct is upheld in the performance of their duties and responsibilities.

A copy of the Code is available on the Company’s website at www.t7global.com.my.

10. WHISTLE-BLOWING

The Whistle-Blowing Policy and Procedures provide an avenue for any Director, officer, employee and members of the public to report instances of unethical, unlawful or undesirable conduct on a confidential basis without fear of intimidation or reprisal. Nothing in this policy shall interfere with other established operational policies and processes. All disclosures pursuant to this policy are to be made to the Audit and Risk Management Committee’s Chairman. The Board shall be apprised of disclosure matters which are serious in nature or of grave repercussions.

The Whistleblowing Policy and Procedures is available on the Company’s website at www.t7global.com.my.

11. REVIEW OF BOARD CHARTER

The Board will review this Board Charter from time to time and make any necessary amendments to ensure the Board remains consistent with the Board’s objectives, current laws/ regulations and good governance, more important, aligning with the Company’s business strategy.

The Board Charter is made available for reference on the Company’s website at www.t7global.com.my.



T7 GLOBAL BERHAD

[Registration No. 200401023809 (662315-U)]
(Incorporated in Malaysia)

Appendix I

DIRECTORS' DECLARATION OF FIT AND PROPER

Name : _____ **NRIC/Passport No. :** _____

do hereby solemnly affirm and declare the following:-

No.	Criteria	Yes	No
Probity, Personal Integrity and Reputation			
1.	I have not been the subject of any proceedings of a disciplinary or criminal nature, or has been notified of any impending proceedings or of any investigations, which might lead to such proceedings;		
2.	I have not contravened any provision made by or under any written law designed to protect members of the public against financial loss due to dishonesty, incompetence or malpractice;		
3.	I have not contravened any of the requirements and standards of a regulatory body, professional body, government or its agencies;		
4.	I or any business in which I have a controlling interest or exercise significant influence, have not been investigated, disciplined, suspended or reprimanded by a regulatory or professional body, a court or tribunal, whether publicly or privately;		
5.	I have not been engaged in any business practices which are deceitful, oppressive or otherwise improper (whether unlawful or not), or which otherwise reflect discredit on my professional conduct;		
6.	I have not been dismissed, asked to resign or have resigned from employment or from a position of trust, fiduciary appointment or similar position because of questions on my honesty and integrity;		
7.	I have not been associated, in ownership or management capacity, with a company, partnership or other business association that has been refused registration, authorisation, membership or a licence to conduct any trade, business or profession, or has had that registration, authorisation, membership or licence revoked, withdrawn or terminated;		



T7 GLOBAL BERHAD

[Registration No. 200401023809 (662315-U)]
(Incorporated in Malaysia)

- 2 -

(Directors' Declaration of Fit and Proper – cont'd)

8.	I have not held a position of responsibility in the management of a business that has gone into receivership, insolvency, or involuntary liquidation while I was connected with that business;		
9.	I have not been a director of, or have been directly concerned in the management of, any corporation which is being or has been wound up by a court or other authority competent to do so within or outside Malaysia, or of any licensed institution, the licence of which has been revoked under any written law;		
10.	In the past, I have not acted unfairly or dishonestly in my dealings with my customers, employer, auditors and regulatory authorities;		
11.	I have not at any time shown a strong objection or lack of willingness to cooperate with regulatory authorities and failure to comply with legal, regulatory and professional requirements and standards, including compliance with tax requirements and obligations;		
12.	I have not contributed significantly to the failure of an organisation or a business unit;		
13.	I have not at any time shown strong objection or a lack of willingness to maintain effective internal control systems and risk management practices; and		
14.	I am free from any business or other relationship which could materially pose a conflict of interest or interfere with the exercise of my judgement when acting in the capacity of a Director of T7 Global Berhad and/or T7 Global Group which would be disadvantageous to T7 Global or T7 Global's interest.		
Financial Integrity			
15.	I am and will be able to fulfil my financial obligations, whether in Malaysia or elsewhere, as and when they fall due;		
16.	To my knowledge, I have not been the subject of a judgement debt which is unsatisfied, either in whole or in part, whether in Malaysia or elsewhere.		



T7 GLOBAL BERHAD

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(Incorporated in Malaysia)

- 3 -

(Directors' Declaration of Fit and Proper – cont'd)

17.	I have not made arrangements with creditors, filed for bankruptcy or been adjudicated a bankrupt or had assets sequestered in any jurisdiction.		
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* Where you have not ticked 'YES', please explain and/or provide the relevant documents

Explanation for items not ticked 'YES'	
No.	Explanation

Signature

Name:

Date: