

CORPORATE GOVERNANCE REPORT

STOCK CODE : 7179
COMPANY NAME : D.B.E. GURNEY RESOURCES BERHAD
FINANCIAL YEAR : 31 December 2019

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - The Board Charter formulated on 12 May 2014 formalises the duties and responsibilities of the Board, the Board Committees and Management. - The roles and responsibilities of the Board as set out in the Board Charter are clear with structured guide for Directors to carry out their leadership and supervisory role and in discharging their duties towards the Group and the Board. - The Board has oversight on matters delegated to management. - The Board's principal responsibilities include develop strategic direction and plans, overseeing conduct and management of business, risk strategy and management, implementation of internal control procedures and ensure business sustainability. - The Board has delegated specific responsibilities to the following Board Committees:- <ul style="list-style-type: none"> a) Audit and Risk Committee ("ARC") b) Nomination Committee ("NC") c) Remuneration Committee ("RC") <p>The powers delegated to the Board Committees are set out in the Terms of Reference of each committee.</p>
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - The roles and responsibilities of the Chairman of the Board has been clearly specified in the Board Charter. - The Chairman, Dato' Doh Tee Leong, is a non-executive director and is primarily responsible for matters pertaining to the Board and the overall conduct of the Company. - The responsibility of the Chairman is clearly stated in the Board Charter and includes the following:- <ul style="list-style-type: none"> (i) leads the Board and ensure its effectiveness in all aspects of its role; (ii) ensure efficient organisation and conduct of the Board's function and meetings; (iii) ensure that the Board is well informed and effective and all Board members, individually and as a group, have the opportunity to air differences, explore ideas and generate the collective views and wisdom necessary for the proper decision making of the Board; (iv) encourage all Board members to engage in board and committee meetings by drawing on their skills, experience and knowledge; (v) promote constructive and respectful relations among Directors and between the Board and Management; (vi) leads the Board in establishing, monitoring and achieving good corporate governance practices.
Explanation for Departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3

The positions of Chairman and CEO are held by different individuals.

Application	:	Applied
Explanation on application of the practice	:	<p>The Chairman, Dato' Doh Tee Leong and the current Managing Director, Dato' Doh Jee Ming, both hold separate positions and their roles and responsibilities, governed by the Board Charter, are clearly distinct to promote accountability and enhance the balance of power and authority.</p> <p>The Managing Director oversees the day-to-day running of the Group's business, implementation of Board policies and making of operational decisions, development of corporate goals and objectives and the setting of strategies to achieve them whilst the Chairman leads the Board in the oversight of management and responsible for the conduct of Board meetings.</p>
Explanation for Departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied
Explanation on application of the practice	:	<p>Both company secretaries of the Company graduated with professional qualification from the Institute of Chartered Secretaries and Administrators (ICSA) and are qualified under Section 235(2) of the Companies Act, 2016.</p> <p>The Company Secretaries have experienced in all secretarial matters including advising on sound corporate governance practices, updates on directors' responsibilities, regulatory rules, codes, statutes and listing requirements.</p> <p>The Company Secretary attends all board and committee meetings and assists the Chairman to ensure the proper conduct of meeting procedures as well as the correct recording and upkeep of minutes.</p> <p>The Company Secretaries undertake continuous professional development to keep abreast of the latest developments of regulatory rules and listing requirements.</p>
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - To facilitate the Directors' time planning, the annual meeting calendar is prepared and circulated in advance of each new year. The notification provides the Directors with scheduled dates of meetings of the Board, Board Committees and Annual General Meeting. - The Directors are provided with meeting materials which are complete and accurate at least five (5) days in advance of the meeting to ensure the Directors have sufficient time and information to make informed decisions at the meeting. - The deliberations and decisions at Board and Board Committees meetings are documented, including matters where member(s) abstained or voted against the resolution. - The minutes of meetings are prepared by the Company Secretary, signed off by the Chairman as an accurate reflection of the Board's or Committee's deliberation and distributed to all directors/members within a reasonable timeframe.
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

Application	:	Applied	
Explanation on application of the practice	:	<ul style="list-style-type: none"> - The Board Charter was adopted by the Board in May 2014. - The Board Charter clearly identifies the respective roles and responsibilities of the Board, Board Committees, individual director and management. - The Board Charter will be periodically reviewed and updated, whenever necessary. The last review and update was on 26 February 2020. - The Board Charter is published on the Company's website: www.dbegurney.com 	
Explanation for departure	:	N/A	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - The Code of Conduct and Ethics was adopted by the Company in May 2014 to help the Company's employees to make the right choices and to act appropriately in response to ethical behaviour in the work place. The Code of Conduct and Ethics applies to the Board, management and all employees. - The Code of Conduct and Ethics covers the following areas:- <ul style="list-style-type: none"> (a) business conduct; (b) conflict of interest; (c) compliance of laws and regulations; (d) disclosure and communications; (e) implementation and enforcement. - The Code of Conduct and Ethics is extensive but not exhaustive and the Group expects employees to exercise good judgements in their decision making to ensure adherence to highest conduct and ethical standards in the working environment. - The Code of Conduct and Ethics is published on the Company's website: www.dbegurney.com
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - The Company has a Whistle Blowing Policy in place to provide an accessible avenue to its employees and the general public to report matters about malpractice or improper conduct within the organisation and explains how the Company will respond. It also gives assurance that all concerns raised will be taken seriously. - The policy will be reviewed from time to time to ensure effectiveness. - A whistleblower acting in good faith will be assured of non-retaliation, harassment or victimisation. All concern raised will be treated in strict confidence. - The Whistle Blowing Policy was last reviewed on 26 February 2020 and is available on the Company's website: www.dbegurney.com
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.1

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

Application	:	Applied	
Explanation on application of the practice	:	The Board currently is made up of five (5) Directors, out of which only two (2) are Independent Directors, hence not complying to this practice. At the moment, the Board believes the current board composition has an appropriate mix of skills, expertise and experience, which will contribute towards the growth of the Company and Group.	
Explanation for departure	:	The Nomination Committee will consider the nomination of additional Independent Director to be appointed to the Board for corporate governance requirement. The Committee will regularly review the size and composition of the Board with mix of skills, experience, boardroom diversity, current and also future needs of the Company and Group.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.2

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should justify and seek annual shareholders' approval. If the board continues to retain the independent director after the twelfth year, the board should seek annual shareholders' approval through a two-tier voting process.

Application	:	Applied
Explanation on application of the practice	:	None of the tenure of the independent directors exceeded a cumulative term limit of nine years.
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.3 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years.

Application	:	Applied
Explanation on adoption of the practice	:	<p>The Board will seek shareholders' approval in the event that it desires to retain an Independent Director, a person who has served in that capacity for more than 9 years. If the Board continues to retain the Independent Director after the 12th year, the Board must seek shareholders' approval annually through a 2-tier voting process.</p> <p>None of the Independent Directors has served for a cumulative term of more than 9 years currently.</p>

Intended Outcome

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

Practice 4.4

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none">- The Board and the Nomination Committee take into account the qualifications, competencies, professionalism, expertise, integrity and other qualities in meeting the needs of the Company, with due regard to diversity in skills, experience, age, ethnicity and gender when seeking potential candidates.- This practice applicable at board level, is extended and applied at senior management level too.- The Board recognises a diverse board and management can lead to greater depth and breadth in decision making.
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.5

The board discloses in its annual report the company's policies on gender diversity, its targets and measures to meet those targets. For Large Companies, the board must have at least 30% women directors.

Application	:	Applied
Explanation on application of the practice	:	<p>Currently, the Board does not have any policy on gender diversity, its targets and measures to meet those targets but the Board has disclosed in the Company's Annual Report 2019 that it is supportive of gender diversity in boardroom. The Board has now one female Director who is the Chairperson of Audit and Risk Committee, Nomination and Remuneration Committees of the Company.</p> <p>The Board believes that experience, skills, knowledge and insight are essential criteria in the selection of Board members. The Board also acknowledged the merits of gender diversity towards the performance of the Board.</p> <p>The Group is committed to provide fair and equal opportunities and nurturing diversity within the Group. The evaluation of the suitability of candidates is based on the candidates' competency, character, time commitment, integrity, performance and experience to bring value and expertise to the Board.</p>
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.6

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

Application	:	Applied
Explanation on application of the practice	:	The Board would always consider the services of professional firms, recruitment agencies or referrals from external sources to identify and recommend suitable directors for appointment.
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.7

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

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

Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 5.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out and its outcome.

For Large Companies, the board engages independent experts periodically to facilitate objective and candid board evaluations.

Application	:	Applied
Explanation on application of the practice	:	The Nomination Committee carries out the Board, Board Committees and Directors' assessment exercise annually. The effectiveness of the Board is assessed in the areas of Board diversity, composition and governance, decision-making and Boardroom activities, as well as in terms of each Director's skills and expertise. The respective Board Committees are assessed on whether their functions and duties are effectively discharged in accordance with their respective Terms of Reference. The effectiveness of the Board Committees is also assessed in terms of composition and governance, meeting administration and conduct, skills, competencies, roles and responsibilities. The Directors are assessed in relation to the skills, experience, contribution and other qualities they bring to the Board. Additionally, the ability of each individual Director and Board Committee member to exercise independent judgement and demonstrate objectivity and clarity of thought on issues during deliberations at meetings, offer practical advice to the Board and/or Board Committee discussions are also taken into consideration. The Nomination Committee had carried out the formal assessment of the Board and Board Committees for their 2019 performance and contributions based on the assessment criterias spelled out above. From the assessment, the Nomination Committee was satisfied that the Board and Board committees have discharged their duties effectively during the year.
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 6.1

The board has in place policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The policies and procedures are periodically reviewed and made available on the company's website.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company's and the Group's remuneration scheme is linked to performance, service seniority, experiences and scope of responsibilities. The Remuneration Committee meets twice during the year to ascertain and approve remuneration and other benefits of the directors and senior management in accordance to Company's policy guidelines and with reference to external industrial benchmark reports. Individual directors abstain from the approval of their own fees and benefits.</p> <p>The directors' fees and other benefits payable to the directors are also discussed and tabled at the Annual General Meeting and subject to shareholders' approval.</p> <p>The Board has adopted the Group's remuneration policies and procedures for Directors and Senior Management on 15 April 2019 and these are made available on the Company's website: www.dbegurney.com</p>
Explanation for departure	:	N/A
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 6.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - The Remuneration Committee ("RC") consists of a majority of independent non-executive directors. - The RC evaluates the remuneration package of executive and non-executive board members and recommends these packages for the Board's approval. - Non-executive directors' fees are determined by the Board as a whole, and the concerned director abstaining from deliberations and voting on decisions in respect of his fee. - The RC will assist the Board in developing and administering fair and transparent procedures relating to determining, reviewing, assessing and recommending the remuneration packages for directors and senior management. - The terms of reference of the RC is published on the Company's website: www.dbegurney.com
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 7.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	The detailed disclosure of each director's remuneration on named basis is disclosed in the Corporate Governance Overview Statement of the Company's Annual Report 2019.
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 7.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The Company has not disclosed on a named basis for the top senior management's remuneration components in bands of RM50,000 as the Board is of the view that such disclosure will give rise to recruitment and talent retention issues.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 7.3 - Step Up

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	No disclosure is made in the interest of confidentiality as this is just an encouraged recommendation.

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 8.1

The Chairman of the Audit Committee is not the Chairman of the board.

Application	:	Applied
Explanation on application of the practice	:	The Audit and Risk Committee Chairperson is Ms. Looi Sze Shing, an Independent Non-Executive Director and she is not the Chairman of the Board.
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 8.2

The Audit Committee has a policy that requires a former key audit partner to observe a cooling-off period of at least two years before being appointed as a member of the Audit Committee.

Application	:	Applied
Explanation on application of the practice	:	No former key audit partners of the previous and present external auditors have been appointed to the Board of Directors of the Company or employed by the Group. The restriction in appointing external audit partner as member of Audit and Risk Committee is stated in the Terms of Reference of the Audit and Risk Committee and can be found on the Company's website: www.dbegurney.com
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 8.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor.

Application	:	Applied
Explanation on application of the practice	:	<p>The Audit and Risk Committee ("ARC") met twice with the external auditors without the presence of any executive directors and management of the Company and of the Group to deliberate on summaries of findings and any other matters directly affecting the Company and the Group. The ARC reviews and assesses the suitability, objectivity, performance, competency, professionalism and independence of the external auditor and if satisfactory, recommends for re-appointment to the Board, who will then seek shareholders' approval at the Company's Annual General Meeting.</p> <p>Yearly, the ARC also receives assurance from the external auditors on their independence in carrying out their audit works.</p>
Explanation for departure	:	N/A
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 8.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Not Applied
Explanation on adoption of the practice	:	<p>The Audit and Risk Committee ("ARC") currently has a majority of independent non-executive directors as follows:-</p> <ol style="list-style-type: none">1. Looi Sze Shing (Independent Non-Executive Director)2. Mohamad Ali bin Ariffin (Independent Non-Executive Director)3. Dato' Doh Tee Leong (Non-Independent Non-Executive Director) <p>The Board will endeavor to seek suitable independent candidate to be appointed as director and also committee member of the ARC so that it can be solely comprised of Independent Directors for corporate governance requirement.</p>

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 8.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Chairperson and all members of the Audit and Risk Committee are financially literate, with the Chairperson being a member of The Association of Chartered Certified Accountants and Malaysian Institute of Accountants. The Audit and Risk Committee has assisted the Board of Directors in discharging its duties and responsibilities relating to the Group's risk management, internal controls, financial reporting and compliance of statutory requirements.</p> <p>The Audit and Risk Committee members are encouraged to regularly attend relevant training programs by Bursa Malaysia Securities Berhad to stay updated on the latest developments in financial reporting, practices, rules and other related matters for the Audit and Risk Committee of listed issuers.</p>
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 9.1

The board should establish an effective risk management and internal control framework.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has always placed great importance and emphasis on good internal control and effective risk management to safeguard the Group's assets and shareholders' investment. The system of internal control covers governance, risk management, strategy, operations, regulatory compliance and financial matters.</p> <p>The Group has established an effective risk management framework to manage and mitigate all risks affecting its business and operations. Currently, the Audit and Risk Committee is actively overseeing the risk management and internal control system of the Group with support from the Risk Management Committee ("RMC").</p> <p>Details of the Group's risk management and internal control framework can be found in the Statement on Risk Management and Internal Control in the Annual Report 2019.</p>
Explanation for departure	:	N/A
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 9.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company issues a Statement on Risk Management and Internal Control that highlights the features and key elements of the risk management and internal control framework of the Group in its Annual Report 2019.</p> <p>Currently, the Audit and Risk Committee oversees the risk management function through the RMC. The RMC reviews and monitors quarterly on the operational and financial risk management within the Group. To strengthen its risk management function, the Audit and Risk Committee is overseeing the process for identification, assessment, monitoring and communication of risks and effectiveness of risk mitigation strategies at all level of operations and also receiving report the principal business risks faced by the Group on an ongoing basis.</p>
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 9.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

Application	:	Applied
Explanation on adoption of the practice	:	<p>The Audit Committee has been re-named as Audit and Risk Committee in 2018, comprising of majority of independent directors currently. The Company now has a combined Audit and Risk Committee.</p> <p>The Board, through the Audit and Risk Committee and RMC, maintains an oversight responsibility for risks within the Group. They are also supported by the Internal Audit Function which will independently review the risks identified and the controls in place which affect the risk ratings with appropriate actions recommended to the Audit and Risk Committee in order to mitigate the risks concerned.</p>

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 10.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application	:	Applied	
Explanation on application of the practice	:	<p>The Group has in place an Internal Audit function that reports directly to the Audit and Risk Committee at least twice a year to ensure its independent status within the Group and provides the Committee with objective reports on the state of internal controls within the Group. The Internal Auditor also carries out ad-hoc audit assignments under the direction of the Audit and Risk Committee, if necessary.</p> <p>The Group has outsourced the internal audit function to an independent consulting firm. The performance of the outsourced internal auditors, CAS Consulting Services Sdn Bhd, including assessment on their independence in performing their obligations, is evaluated and monitored yearly via formal evaluation form with criterias set by the Audit and Risk Committee. Assessment criteria includes the caliber, reputation and resources of the firm, staff experience and qualification, audit scope, audit methodology, communication and the ability to perform work within the Group's timeline.</p>	
Explanation for departure	:	N/A	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 10.2

The board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied	
Explanation on application of the practice	:	<p>The internal audit function of the Group has been outsourced to an external consulting firm, which carries out its activities in accordance with recognised internal auditing standards and best practices endorsed by the Institute of Internal Auditors Malaysia.</p> <p>The outsourced Internal Auditors personnel had confirmed that they are free from any relationships or conflict of interest.</p> <p>As the internal audit function is outsourced, it is not practical to disclose the number of resources in the said department, names and qualification as audit personnel assigned on field may be different in each quarter (other than the lead auditor).</p>	
Explanation for departure	:	N/A	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 11.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> - DBE is committed to engage and communicate with its stakeholders to facilitate mutual understanding and trust between the Company and its stakeholders by providing information that are consistent, accurate, transparent and timely. - The annual reports, quarterly results and any announcement on material corporate exercise are the primary mode of dissemination of information on the Group's business and financial performance. - The Managing Director is the designated spokesperson for all matters related to the Group. - The Group maintains a website at www.dbegurney.com for shareholders and the general public to access information on, amongst other, the Group's background and products and financial performance. - The stakeholders are encouraged to channel their concerns to the Company with details in the Corporate Information page of the Annual Report 2019. - The Board regards the Annual General Meeting (AGM) and other general meetings as an opportunity to communicate directly with shareholders and encourages attendance and participation in dialogue.
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 11.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application	:	Applied
Explanation on application of the practice	:	Though the Company is not considered a "large company" as defined in the Malaysian Code of Corporate Governance 2017, the Group takes into account a broad range of measures and sustainable practices that contribute to long-term value and the role the Company plays in society, in addition to financial performance. Refer to Sustainability Statement in the Annual Report 2019.
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board of Directors is aware and in full support of effective shareholders' participation at all general meetings of the Company. The Notice of Nineteenth Annual General Meeting ("AGM") to be held will be served 28 days prior to the date of the AGM as required under the Companies Act, 2016 and the Company's Constitution.</p> <p>The additional time given will enable the shareholders to make the necessary arrangement to attend in person or through proxies, corporate representatives or attorneys. The explanatory notes in the Notice of AGM will also provide detailed information on the resolutions proposed to enable shareholders to make informed decisions in exercising their voting rights.</p>
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 12.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Applied
Explanation on application of the practice	:	<p>All the Directors present themselves at the previous AGMs including the Chairman/Chairperson of the Audit and Risk Committee, Nomination Committee and Remuneration Committee. Besides them, the management, external auditors and corporate advisors are also in attendance to response to any queries that shareholders may raise.</p> <p>The Chairman will brief on the related issues under the agendas and together with the Managing Director, they are able to provide meaningful responses to questions raised by the shareholders.</p>
Explanation for departure	:	N/A
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 12.3

Listed companies with a large number of shareholders or which have meetings in remote locations should leverage technology to facilitate–

- including voting in absentia; and
- remote shareholders' participation at General Meetings.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company does not have a large shareholder base. Its general meetings are held in a location which is easily accessible and not remote. As such, the Board is of the view that voting in absentia and remote shareholders' participation at General Meetings are not warranted.</p> <p>Nevertheless, the Board is also monitoring the developments in the market in respect of new technologies to facilitate the conduct of General Meetings and may consider implementing the same in the future if there is a strong case to do so.</p>
Explanation for departure	:	N/A
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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

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

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