

1. INTRODUCTION

The Board of Directors (“**Board**”) supports Practice 2.1 “*the board has a board charter which is periodically reviewed and published on the company’s website*” as laid out in the Malaysian Code on Corporate Governance 2017 (“**Code**”). The Board is responsible for stewardship of the Company and has constituted the Board Charter that form an integral part of each Director’s duties and responsibilities.

The Company hereinafter shall refer to Systech Bhd whilst the Group shall refer to the Company and its subsidiaries.

The Group’s goals are to excel as a highly efficient and profitable organization within the information technology industry in the region and are committed to the following core values:

- (a) To undertake research and development to develop solutions which improve business processes, enhancing connectivity, usability and efficiency whilst providing security in line with our corporate tagline, “*Smarter Solutions*”.
- (b) To commit to excel in every aspect of our operation in pursuit of customer satisfaction in our services as an information technology organisation;
- (c) To endeavor to create a challenging and rewarding career environment encouraging our employees to realise their optimum potential;
- (d) To develop and establish a reliable and mutually beneficial relationship with our business partners and associates; and
- (e) To strive to be a caring and responsible corporate citizen and assure equitable return to all our stakeholders in line with our corporate social responsibility tagline “*IT begins from the Heart*”.

2. THE BOARD OF DIRECTORS

2.1 Board Composition and Board Balance

The Board should be well balanced with qualified individuals with diverse experience, character, integrity, competence and time to effectively discharge their responsibilities and duties legally under the various laws, regulations and rules as company director.

The Board is committed to ensure good governance practices as set out under the Code by implementing the following: -

- (a) The number of directors shall not be less than two (2) and not more than twelve (12), as stipulated in the Company’s Constitution (“**Constitution**”), and at any time, at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, are Independent Directors, in compliance with the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Malaysia**”) (“**LR**”) Rule 15.02 Independent Directors.

The Code’s Practice 4.1 states that at least half of the Board should comprise independent directors.

Rule 1.01 of the LR provides the definition of Independent Directors as 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 interests of the Company. Without limiting the generality of the foregoing, an independent director is one who: -

- i. Is not an executive director of the Company or any related corporation of such Company.
 - ii. Has not been within the last 2 years and is not an officer (except as a non-executive director) of the Company. For this purpose, “officer” has the meaning given in Section 2 of the Companies Act 2016 (“Act”).
 - iii. Is not a major shareholder of the Company.
 - iv. Is not a family member of any executive director, officer or major shareholder of the Company.
 - v. Is not acting as a nominee or representative of any executive director or major shareholder of the Company.
 - vi. Has not been engaged as an adviser by the Company under such circumstances as prescribed by Bursa Malaysia 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 Company under such circumstances as prescribed by Bursa Malaysia.
 - vii. Has not engaged in any transaction with the Company under such circumstances as prescribed by Bursa Malaysia 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 Company) which has engaged in any transaction with the Company under such circumstances as prescribed by Bursa Malaysia.
- (b) The appointment of directors shall be recommended by the Nomination Committee (“NC”) and approved by the Board. Upon appointment, each director shall be provided with a formal letter setting out the director’s duties, obligations, expected commitment, remuneration package and other entitlement. The letter shall be signed by the Group Chief Executive Officer (“GCEO”) on behalf of the Company.
- (c) The Board may appoint a senior independent non-executive director to whom shareholders’ concerns can be conveyed if there are reasons that contact through the normal channels of the Chairman of the Board or the GCEO have failed to resolve them.
- (d) The Board shall appoint the senior independent non-executive director as the chairman of the NC, as well as considering the other independent directors based on their seniority and experiences.
- (e) The Code’s Practice 1.3 states that the positions of the Chairman of the Board and the GCEO should be held by different individuals with the Chairman being responsible for leading the Board in its collective oversight of management while the GCEO focuses on the business and day-to-day management of the Group. The Chairman of the Board should be a non-executive member of the Board.
- (f) The Board shall have procedures to allow its members access to information and advice. The Management of the Group shall supply accurate and complete information to the Board in a timely manner to enable the Board to discharge its duties effectively. Occasions may arise when the Board may seek legal, financial, governance or expert advice in the course of their duties. The Board should be able to consult advisers and, when considered necessary, to seek independent professional advice. The Board should be entitled to do so at the Company’s expense through an agreed procedure.

- (g) The Company currently does not have a gender diversity policy, although recommended by the Code. The Board welcomes suitable and qualified female Director(s) to come on the Board subject to the evaluation and assessment by the NC following the criteria set out in the Code and the LR.

2.2 Directors' Nomination

As set out in the Code and LR, every listed corporation must ensure that each of its directors, GCEO or chief financial officer has the character, experience, integrity, competence and time to effectively discharge his role as a director, GCEO or chief financial officer, as the case may be, of the listed corporation.

All nominations of candidates for the positions of directors and GCEO must be submitted to the NC for consideration. The NC shall base on the guidelines as detailed hereunder before recommending the candidates to the Board for approval: -

- (a) Age limit.
- (b) Requirements as set out in the LR, the Act and any other regulatory compliances.
- (c) Work Experience.
- (d) Qualifications.
- (e) Personal Background.
- (f) Competencies.
- (g) Directorship.

2.3 Tenure of Directors

Articles 104 of the Constitution provides that every newly appointed Director shall be subjected to re-election at the Company's next Annual General Meeting ("AGM") subsequent to their appointment. Furthermore, one third (1/3) of the Board shall retire from office and be eligible for re-election at every AGM, and all Directors shall submit themselves for re-election once at least every three (3) years.

The Code's Practice 4.2 states that the tenure of an Independent Director should not exceed a cumulative term limit of nine (9) years. Upon completion of the nine (9) years, an independent director may continue to serve on the board subject to the director's resignation as a non-independent director.

An independent director may be retained as an Independent Director after a cumulative term of nine (9) years, subject to:

- (a) An assessment and recommendation of the NC; and
- (b) The Board recommends with strong justification for shareholders' approval in a general meeting.

An independent director may be retained as an Independent Director after a cumulative term of twelve (12) years, subject to:

- (a) An assessment and recommendation of the NC; and
- (b) The Board recommends with strong justification for shareholders' approval in a general meeting via a two-tier voting process.

2.4 External Board Appointments

Any Board member, whilst holding office, is at liberty to accept other board appointments as long as the appointment is not in conflict with the business of the Company and does not detrimentally affect the Director's performance as a Board member. All such appointments must first be notified to the Chairman of the Board before being accepted. The notification should include an indication of time that will be spent on the new appointment.

2.5 Indemnities and Insurance

The Company shall make all reasonable effort to provide Directors with, and will pay the premium for, indemnity and insurance cover while acting in their capacities as Directors, to the fullest extent permitted by the Act and relevant legislation.

3. ROLES AND RESPONSIBILITIES

3.1 Roles and Responsibilities of the Board

The Board shall lead and manage the Company in an effective and responsible manner and all the Directors have an equal responsibility for the Group's operations and corporate accountability. The Board shall also set the Group's strategic aims, values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Section 211(1) of the Act states that the business and affairs of a company shall be managed by or under the direction of the Board.

Section 211(2) of the Act states that the Board has all the powers necessary for managing and directing and supervising the management of the business and affairs of the company subject to any modification, exception or limitation contained in the Act or in the Constitution.

The Board recognizes the following specific roles and responsibilities:-

- (a) Together with the Management, promote good corporate governance culture within the Group which enforces ethical, prudent and professional behavior.
- (b) Reviewing and adopting a strategic plan for the Group, including setting performance objectives and approving operating budgets for the Group and ensuring that the strategies promote sustainability.
- (c) Monitoring the implementation of strategic plans by Management.
- (d) Timely review and approve all quarterly and annually financial statements for declaration to Bursa Malaysia and stakeholders. The Audit and Risk Management Committee ("ARMC") reviews and recommends the financial statements prior to presentation to the Board.
- (e) Overseeing the conduct of the Group's business to evaluate whether the business is being properly managed, monitoring the Group's performance and build sustainable value for all stakeholders of the Group.
- (f) Evaluate performance of the Management in accordance with a pre-determined set of performance measurement.
- (g) Identifying and evaluating business risks and ensure implementation of a managed and sound risk management framework.
- (h) Reviewing the adequacy and integrity of the internal control system and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.
- (i) To review and oversee the appointment, resignation or termination of Directors, Company Secretaries, Auditors and key management are properly carried out and documented.

- (j) Ensure establishment of succession plans for the Board members and senior management including appointing, training, fixing the compensation of and where appropriate, replacing Senior Management.
- (k) Ensure the Board is supported by at least a suitably qualified and competent Company Secretary to whom shall advice on compliance with applicable laws and any amendment to the laws and regulations related to the Code, Act and LR.
- (l) Formalize ethical standards of conduct through a Code of Conduct for Directors and Management and ensure compliance.
- (m) Developing and implementing an investors' relations programme, a shareholders or stakeholders communication policy and ensure that the Company's strategies promote sustainability.

3.2 Roles and Responsibilities of the Chairman of the Board

Articles 123 of the Constitution provides that a Chairman shall be elected from amongst the Board members to head the orderly conduct and function of the Board. The Chairman's roles and responsibilities, amongst others, include: -

- (a) Instilling good corporate governance practices, providing leadership and ensuring the effectiveness of the Board.
- (b) Leading the Board in achieving its corporate objectives and long term success of the Company.
- (c) Review contributions made by Board members, whilst the NC is given the task to review effectiveness in terms of performance, and develop criteria on independence assessment.
- (d) Facilitating effective and productive working relationships between the Executive Directors and Non-Executive Directors.
- (e) Ensuring effective communication with shareholders and stakeholders, in particular, at the AGM which represents the principal forum for dialogue and interaction with shareholders.
- (f) The Chairman, in consultation with the Company Secretary, sets the agenda for the Board meetings and ensures that all relevant issues are on the agenda.
- (g) The Chairman is responsible for managing the business of the Board to ensure that:-
 - i. All Directors are properly briefed on issues arising at Board meetings; and
 - ii. Sufficient time is allowed for the discussion of complex or contentious issues and where appropriate, arranging for informal meeting to enable thorough discussion by the Board.
- (h) At Board meetings, the Chairman plays a mediator's role to maintain the order of the proceedings in a constructive, productive and effective manner. It should be recognised that genuine difference of opinion could bring greater clarity and lead to better decisions, the Chairman will, nonetheless, seek a consensus in the Board but may, when considered necessary call for a vote.
- (i) The Chairman will have no casting vote if two (2) Directors form a quorum, or if there are only two (2) Directors competent to vote on the question at issue.

3.3 Roles and Responsibilities of the GCEO

The GCEO has overall executive responsibility for day-to-day business operations and the implementation of the Board's policies, corporate objectives, performance targets and long-term goals; and making operational decisions as well as ensuring that Management is proactively seeking to build the Group's business through innovation, initiative, embracing new technologies and development new solutions in line with market demand and expectation.

The GCEO is responsible for ensuring the provision of accurate, timely and clear information relating to the business and financials of the Group to the Board. All Board's authorities conferred on the Management is delegated through the GCEO and this will be considered the GCEO's authority and accountability as far as the Board is concerned.

3.4 Roles and Responsibilities of the Independent Non-Executive Directors

The Independent Non-Executive Directors shall provide independent judgment and objectivity and are free from any business or other relationship with the Company or the other Executive Directors which could interfere with the exercise of independent judgment or the ability to act in the best interest of the Company. The Independent Non-Executive Directors help to ensure that the interests of all shareholders and not only the interests of a particular group of shareholders; and that all relevant matters and issues are objectively and impartially considered by the Board.

The Independent Non-Executive Director, amongst others, roles and responsibilities include:-

- (a) Provide independent judgment and participate actively in meetings, giving independent views in a constructive manner and bringing an element of objectivity to the Board's decision making processes; and
- (b) Provide a check and balance to the Board.

3.5 Roles and Responsibilities of the Senior Independent Non-Executive Director

The Senior Independent Non-Executive Director's roles and responsibilities, amongst others, include: -

- (a) Ensure all Independent Non-Executive Directors have an opportunity to provide input on the agenda and advise the Chairman of the Board on the quality, quantity and timeliness of the information submitted by the Management that is necessary or appropriate for the Independent Non-Executive Directors to perform their duties effectively.
- (b) Consult the Chairman of the Board regarding Board meeting schedules to ensure that the Independent Non-Executive Directors can perform their duties responsibly and with sufficient time for discussion of all agenda items.
- (c) Serve as the principal conduit between the Independent Non-Executive Directors and the Chairman of the Board on sensitive issues.
- (d) Serve as a designated contact for consultation and direct communication with shareholders on areas that cannot be resolved through the normal channels of contact with the Chairman of the Board and the GCEO.

3.6 Roles and Responsibilities of the Non-Independent Non-Executive Directors

The Non-Executive Directors' roles and responsibilities, amongst others, include: -

- (a) Provide relevant checks and balances, focusing on shareholders and stakeholders interests and ensure that high standards of corporate governance are applied.
- (b) Assist in an environment that allows the expression of disagreement when discussing strategic issues.

3.7 Roles and Responsibilities of the Company Secretaries

The Company Secretaries' roles and responsibilities, amongst others, include: -

- (a) Provide sound governance advice, monitor corporate governance development and assist the Board in applying governance best practices to meet the Board's needs and stakeholders' expectations;
- (b) Preparing agendas and coordinating the preparation of the Board papers in a timely and effective manner;
- (c) Ensure that the Board procedures and applicable rules are observed;
- (d) Maintaining records of the Board and ensure effective management of the organisation's secretarial records;
- (e) Preparing comprehensive minutes to document the Board's proceedings and ensure conclusion are accurately recorded;
- (f) Assisting the communication between the Board and its relevant stakeholders;
- (g) Advise the Board on its roles and responsibilities;
- (h) Facilitate the orientation of new directors and assist in directors' training and development;
- (i) Advise the Board on corporate disclosure and compliance with the laws and regulations related to the Code, Act and LR;
- (j) Manage the processes pertaining to shareholders' meeting(s);
- (k) Serve as a focal point for stakeholders' communication and engagement on corporate governance issues; and
- (l) Providing full access and services to the Board and carrying out other functions deemed appropriate by the Board from time to time.

4. BOARD COMMITTEES

To assist the Board in the discharge of its duties effectively, the Board has delegated certain functions to the following Committees, each operating within clearly defined terms of reference:-

- (a) ARMC;
- (b) NC; and
- (c) Remuneration Committee ("RC").

4.1 ARMC

The ARMC shall be appointed by the Board from amongst their members. The membership of ARMC shall consist of not less than three (3) members, the majority of whom shall be Non-Executive Directors. The Chairman of the Committee shall be an Independent Non-Executive Director and is not the Chairman of the Board.

The ARMC shall be responsible for reviewing the process of preparing and implementation of internal procedures, finding solutions and providing avenues for mitigating the elements of risk and maintaining control.

At the end of every financial quarter, the ARMC assumes the task of reviewing the draft announcements on the Group's financial results prior to its presentation to the Board.

The ARMC acknowledged the establishment of internal audit function in the Group. This is to ensure its independence in discharging its duties and responsibilities. The fulfillment of internal audit function in the Group is not confined to, but includes:-

- (a) Appraising the effectiveness and application of administrative and financial controls and the reliability and integrity of data that is produced within the Group.
- (b) Evaluating the adequacy and ascertaining the level of compliance with the Group's policies, plans, procedures and compliance with relevant laws and regulations.
- (c) Ascertaining the adequacy of controls for safeguarding Group's assets from losses of all kinds and as appropriate, verifying the existence of such assets.

- (d) Reviewing the operations of the Group as a whole from the point of view of the economy, efficiency and effectiveness with which resources are employed and making cost effective recommendations to the Management.
- (e) Conducting special review or investigations required by the Board or as deemed appropriate.

4.2 NC

The primary function of the NC is to setup the policy framework and to recommend to the Board, the nomination procedures and lead the succession planning and appointment of board members including future Chairman and GCEO. The NC shall also undertake annual review of board effectiveness, ensuring that the performance of each individual director is independently assessed. The determination of the nomination of Non-Executive Directors will be a matter to be decided by the Board as whole with the Director concerned abstaining from deliberations and voting on decision in respect of his individual nomination.

4.3 RC

The primary function of the RC is to setup the policy framework and to recommend to the Board, the remuneration package and other terms of employment of the Directors, GCEO and Senior Management. The determination of the remuneration for Directors, GCEO and Senior Management will be a matter to be decided by the Board as whole with the Director concerned abstaining from deliberations and voting on decision in respect of his individual remuneration package.

5. BOARD MEETINGS

The Chairman of the Board shall ensure that the Board meets on a regular interval throughout the financial year and shall have processes of meeting which include: -

- (a) A structured formal agenda and Board meeting papers relating to the agenda are circulated to all Directors at least 5 working days before each Board meeting.
- (b) The Constitution shall stipulate the procedures for convening board meetings and the size and required attendance for the Board's quorum.
- (c) Board meeting agendas shall be the responsibility of the Chairman of the Board with input from Board Members, Management and/or the Company Secretary.
- (d) The Company Secretary shall be appointed as Secretary of the Board Meeting and minutes of meetings shall be taken and signed by the Chairman of the Board Meeting.
- (e) Board minutes of each Board Meeting are circulated in a timely manner and kept by the Company Secretary and are available for inspection by any director during office hours.
- (f) Minutes of meetings must accurately reflect the deliberations and decisions of the Board, including whether any Director abstained from voting or deliberating on a particular matter;
- (g) The Board and Board Committees are also allowed to carry out the resolution by way of circulation.
- (h) Individual directors must attend at least 50% of the Board meetings held in each financial year or such other percentage as may be prescribed by the LR.
- (i) The participation of the Director can be facilitated by means of video or telephone conferencing.
- (j) Relevant Management personnel may be invited to attend the Board meetings.

6. CONTINUING EDUCATION PROGRAMMES

The Board should, on a continuous basis, evaluate and determine the training needs of its Directors and ensure that their training needs are met. The Board should ensure its members have access to appropriate continuing education programmes.

It is compulsory for newly appointed Directors to attend the Mandatory Accredited Programme (MAP) prescribed by the LR and will also be invited to attend an in-house orientation programme which is usually conducted after their effective appointment date.

The Directors shall continue to attend relevant training programmes conducted by external experts. The Management and/or Company Secretary shall, from time to time, provide updates regarding any latest amendments pertaining to the LR and statutory provisions or new regulations and accounting standards imposed by the relevant authorities.

7. DIRECTORS REMUNERATION

The Company aims to set remuneration at levels which are sufficient to attract and retain the Directors 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 these goals.

The level of remuneration for the Executive Directors is determined by the RC after giving due consideration to the compensation levels for comparable positions among other companies operating within the similar industry. The Director concerned shall abstain from deliberation and voting on his/her own remuneration.

No director other than Executive Directors shall have a service contract with the Company.

A formal independent review of the Directors' remuneration is undertaken at the end of each financial year.

8. BOARD EVALUATION AND PERFORMANCE

The NC shall evaluate the performance of the Board members on an annual basis.

The ARMC shall also be reviewed by the NC to ascertain its performance and effectiveness on an annual basis.

The Board as a whole shall review the performance and effectiveness of the NC on an annual basis.

9. INVESTOR RELATIONS AND SHAREHOLDER COMMUNICATION

The Board is mindful of the importance of maintaining proper corporate disclosure procedures with the aim to provide shareholders and investors with comprehensive, accurate and quality information on a timely basis.

The Company's website incorporates an Investor Relations ("IR") section which provides all relevant information on the Group and is accessible by the public. This section enhances the IR function by including all announcements made by the Company, annual reports, board charter and the corporate and governance structure of the Company. The Company will enhance the disclosures on its website for broader and effective dissemination of information to its stakeholders from time to time.

In addition to the above, time will be allocated during AGMs for dialogue with shareholders to address issues concerning the Group. From the Company's perspective, the AGMs also serves as a forum for the Directors and the Management to engage with the shareholders personally to understand their needs and seek their feedback. The Board welcomes questions and feedback from shareholders during and at the end of shareholders' meeting and ensures their queries are responded in a proper and systematic manner.

10. RELATIONSHIP WITH OTHER STAKEHOLDERS

The Board supports the Code's Practice 1.1 *"The board should ensure that the strategic plan of the company supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability."* As the Board believes the Group can prevail by maximising its shareholders' value and the needs and interests of other stakeholders and in carrying out the objectives of sustainability, the Board continuously review and update policies relating to:-

10.1 Employees

The Group periodically review its remuneration packages and benefits for its employees as they represent the core assets of the Group. As with all technology-based companies, the Group continuously provides various training and development programmes for its employees.

10.2 Social Responsibility

The Board acknowledges that the Group should play an important role towards the welfare of the community in which it operates. The Board shall support charitable causes and initiatives on community development projects.

This Board Charter was adopted by the Board on June 2020.

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