

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5197
COMPANY NAME : FOCUS LUMBER BERHAD
FINANCIAL YEAR : December 31, 2020

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	:	<p>The Board is collectively responsible for the overall conduct of the Group ("the Company and its subsidiary companies")'s business and takes full responsibility for the performance of the Group. The Company has put in place a Board Charter that sets out, among others, the responsibilities of the Board.</p> <p>The following are among the key responsibilities of the Board:-</p> <p>(a) Reviewing and adopting the Company's strategic plans</p> <p>The Board has put in place a strategy planning process, whereby the Managing Director presents to the Board its recommended strategies, together with the proposed business plans for the Board's review and approval. The Board will deliberate both Management and its own perspectives, and challenge the Management's views and assumptions to ensure the best outcomes.</p> <p>(b) Overseeing the conduct of the Company's business</p> <p>The Managing Director is responsible for the day-to-day management of the business and operations of the Group in respect of both regulatory and commercial functions. He is supported by Management and the Executive Directors. Management's performance, under the leadership of Managing Director, is assessed by the Board through monitoring the success in delivering the approved targets and business plans against the performance of the Group.</p>

- (c) Identifying principal risks and ensuring the implementation of appropriate internal controls and mitigation measures

The Board, through its Audit Committee (“AC”) with the guidance by the Internal Auditors, oversees the high-risk area of the Group, the adequacy of the compliance and control throughout the group as well as review the action plans implemented to manage the risk.

- (d) Succession Planning

The Board has entrusted the Nomination Committee (“NC”) and Remuneration Committee (“RC”) with the responsibilities to review candidates for the Board and key management positions and to determine remuneration packages for these appointments, and to formulate nomination, selection, remuneration and succession policies for the Group.

The Board has adopted a Succession Planning policy which is designed to ensure the Company recognises and develops a pool of talented employees through mentoring, training and job rotation to enhance skills and knowledge of key business leaders within the Company. This is to create a pool of potential successors for not only a single position but other positions as and when the need arise.

- (e) Overseeing the development and implementation of a shareholder communications policy for the Company

The Company strongly believes that effective and timely communication is essential in maintaining good relations with the shareholders, investors and the investment community. To that end, the Board strives to provide shareholders and investors accurate, useful and timely information about the Company, its businesses and its activities via timely release of quarterly financial results and announcements. Whilst the Company endeavors to provide as much information as possible, it is aware of the legal and regulatory framework governing the release of material and price sensitive information.

- (f) Reviewing the adequacy and integrity of management information and internal control system of the Company

The Board is ultimately responsible for the adequacy and integrity of the Company’s internal control system.

	<p>Details pertaining to the Company's internal control system and the reviews of its effectiveness are set out in the Statement on Risk Management and Internal Control of the Annual Report.</p> <p>Board committees were established to assist the Board in carrying out its responsibilities. The Board delegates certain responsibilities to three committees, namely NC, RC and AC. The powers delegated to the committees are set out in the Terms of Reference of each committees which are accessible via the Company's website at www.focuslumber.com.my.</p>	
<p>Explanation for departure</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>		
<p>Timeframe</p>		

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	:	<p>Datuk Aznam bin Mansor is the Chairman of the Company since the Company was listed in April 2011. He leads and manages the Board performance by providing leadership guidance for the Board so that the Board can perform its responsibilities effectively.</p> <p>Being the Chairman, he is responsible for:-</p> <ul style="list-style-type: none">i) Ensuring that all key issues related to the Company are discussed and sufficient time for deliberation on key matters are given.ii) Encouraging active participation, allows views including dissent to be freely expressed and Facilitates the effective contribution of all directors at Board meetings.iii) Conducting the Board's functioning, including establishing the agenda for Board meetings in consultation with the Managing Director, leading board meetings and discussion and ensuring that the Board behaves in accordance with the Code of Conduct for Directors and Executives.iv) Ensuring that the Directors receive accurate, timely and clear information in a form and of a quality appropriate to enable it to discharge their duties.v) Ensuring the views of shareholders are communicated to the Board as a whole, and that governance and strategy issues are discussed with major shareholders.vi) Leading the Board in establishing and monitoring good corporate governance practices in the Company. <p>He works together with other Board members to ensure that the Group's objectives are achieved.</p>
Explanation for departure	:	
<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 positions of Chairman and Managing Director (“MD”) are held by different individuals where their roles are clearly defined in the Board Charter.</p> <p>The Chairman is Datuk Aznam bin Mansor whilst the MD of the Company is Mr Lin Hao Wen.</p> <p>The Chairman is primarily responsible for the orderly conduct and working of the Board by ensuring that all its required functions and responsibilities are met whilst the MD has the overall responsibility for the day-to-day running of the Group’s business operations and implementation of Board policies and decisions. The separation of power seeks to facilitate an appropriate balance of power to prevent any single individual from dominating deliberations and the decision-making process.</p> <p>The MD is responsible for:</p> <ul style="list-style-type: none">(a) Day-to-day management of the business and affairs of the Group;(b) The development (in conjunction with the Board) and implementation of short, medium and long-term corporate strategies for the Group, preparing business plans and reports with senior management and reporting/presenting to the Board on current and future initiatives;(c) Managing a team of executives responsible for all functions contributing to the success of the Group;(d) Ensuring that the Group has appropriate risk management practices and policies in place;(e) The efficient and effective operation of the Group;(f) The assessment of business opportunities which are of potential benefit to the Group;(g) Bringing material and other relevant matters to the attention of the Board in an accurate and timely manner; and(h) Overseeing shareholders’ communications. <p>The duties and responsibilities of the Chairman and the MD are stated in the Board Charter.</p>
Explanation for departure	:	

<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>The function of Company Secretary of the Company is outsourced to Tricor Corporate Services Sdn Bhd, an external consultant on corporate secretarial matters and compliance. The Company Secretaries of the Company are qualified to act as Company Secretary under Section 235(2) of the Companies Act 2016 as they are members of The Malaysian Institute of Chartered Secretaries and Administrators.</p> <p>The Company Secretaries of the Company carry out, among others, the following tasks:-</p> <ul style="list-style-type: none">i) Advise the Board on issues relating to compliance with provisions of Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Companies Act 2016 and other relevant laws, rules, procedures and regulations affecting the Board and the Group, as well as the advocate adoption of sound corporate governance best practices to be maintained by the Company.ii) Manage all Board and Board Committees' meeting logistics. Attend all Board meetings and ensured that the minutes of all Board and Board Committees' meetings are properly recorded and kept.iii) Facilitate board communications and ensure that the deliberations performed at Board and Board Committees' meetings are properly conveyed to the relevant Management personnel for further actions.iv) Advise the Board on fulfilling the fiduciary roles and responsibilities in shaping the corporate direction of the Company.v) Assist the Company to ensure that the processes and proceedings of the Annual General Meeting are managed properly.vi) Monitor the development in corporate governance and assist the Board to apply governance practices to meet the Board's needs and stakeholders' expectations.
Explanation for departure	:	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

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	:	<p>Based on the Company’s Board Charter, all Directors have the same and unrestricted right of access to information in discharging their duties and responsibilities as the directors of the Company.</p> <p>To facilitate the respective Directors’ schedule planning, an annual meeting calendar is prepared and circulated to the Board in advance of every new year. The meeting calendar comprises the scheduled dates for Board and Board Committees meetings, closed period reminders as well as the targeted dates for the announcements of the Company’s quarterly results.</p> <p>The Notice of the Board and Committee meetings is circulated to the Board and Committee members at least five business days before the respective meetings are held. The meeting materials are also circulated to the Directors few days before the meeting days. This would enable the Directors to have sufficient time to review the meeting materials and make informed decisions at the meetings.</p> <p>Management will ensure that the meeting materials are compiled and circulated to the Board and Board Committees on timely manner. For follow up items, Management will ensure that appropriate actions have been taken to resolve the action items and update the Board and Board Committees in the respective meetings accordingly.</p> <p>Upon the conclusion of respective Board and Board Committees’ meetings, the Company Secretaries would document the deliberations and decisions made at the meetings in the minutes.</p>
Explanation for departure	:	
<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 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	:	<p>The Company has established a Board Charter which sets out the role, composition and responsibilities of the Board within the governance structure of the Company and its wholly owned subsidiaries. It addresses, among others, the following matters:</p> <ul style="list-style-type: none">(a) Duties and responsibilities of Board members, Chairman, Managing Director, Senior Independent Director, Independent Directors, Board Committees and Secretary;(b) Structure and composition of the Board;(c) Code of Conduct;(d) Matters reserved for the Board;(e) Remuneration of Directors;(f) Directors' Trainings;(g) Proceedings of Meetings;(h) Investor Relations and Communications with Stakeholders; and(i) Access to information and independent advice. <p>The Board Charter is published at the Company's website at www.focuslumber.com.my and it is reviewed annually. For financial year 2020, the Board reviewed the Board Charter of the Company on 22 April 2020.</p>
Explanation for departure	:	
<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	:	<p>The Company has established a Code of Conduct and Ethics which is applicable to all the employees and its connected person(s). The Code of Conduct and Ethics addresses, among others, the following matters:-</p> <ul style="list-style-type: none">(a) Conflict of interest;(b) Abuse of Power;(c) Corruption;(d) Insider Trading;(e) Money Laundering;(f) Gift and Entertainment;(g) Political Involvement;(h) Company Property;(i) Confidential Information;(j) Fair Dealing;(k) Human Rights;(l) Health and Safety;(m) Compliance with laws and regulations; and(n) Report on violation. <p>The Code of Conduct and Ethics is published at the Company's website at www.focuslumber.com.my and is reviewed annually.</p>
Explanation for departure	:	
<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

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 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group is committed in preserving the interest and reputation at all times. By establishing the Whistleblowing Policy in the Group, it provides an avenue for all the employees to raise genuine concerns about possible improprieties in matters of financial reporting, compliance and other malpractices at the earliest opportunity, and in an appropriate way. The policy is designed to support the Company's values, ensure employees can raise their concerns without fear of reprisals and provide a transparent and confidential process for dealing with concerns.</p> <p>If any employee believes reasonably and in good faith that malpractice exists in the work place, the employee should report the case immediately to his/her manager. However, if for any reason the employee is reluctant to do so, the employee should report the concerns to either the:</p> <p>(a) Chairman of the Board (Email address: am@lh-ag.com); or (b) Chairman of Audit Committee (Email address: nyen@wyncorp.com.my).</p> <p>For financial year 2020, the Board reviewed the whistleblowing policy on 22 April 2020. The policy is available on the Company's website at www.focuslumber.com.my</p>
Explanation for departure	:	
<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

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	:	<p>The Board of the Company comprise of six members, three of whom are Independent Non-Executive Directors (“Independent Directors”) and the remaining are Executive Directors. The Independent Directors of the Company are:-</p> <ul style="list-style-type: none">(a) Datuk Aznam bin Mansor;(b) Wong Yoke Nyen; and(c) Ng Tian Meng. <p>The presence of 50% of the Board being Independent Directors allows a more effective check and balance function and oversight of the Board to safeguard the interest of the Company and its minority shareholders.</p> <p>None of the Independent Directors are affiliated to the Executive Directors of the Company. All the Independent Directors met the criteria of independence pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.</p> <p>The Nomination Committee of the Company has assessed the Board composition and is satisfied that the current size and composition of Directors is adequate to provide a balance mix of skills and experience, as well as the objectivity required in the boardroom.</p>
Explanation for departure	:	
<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 - Annual shareholders' approval for independent directors serving beyond 9 years
Explanation on application of the practice	<p>Datuk Aznam Bin Mansor, Wong Yoke Nyen and Ng Tian Meng, the Independent Non-Executive Directors ("INEDs") of the Company, who were appointed to the Board on 24 November 2010, had served as the INEDs of the Company for a cumulative term of ten (10) years by 24 November 2020.</p> <p>The Board had via Nomination Committee conducted an annual performance evaluation and assessment of Datuk Aznam Bin Mansor, Wong Yoke Nyen and Ng Tian Meng and recommended them to continue to act as the INEDs based on the following justifications:-</p> <ol style="list-style-type: none">They fulfilled the criteria under the definition of "Independent Director" as stated in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, and thus, they are able to function as a check and balance, bring an element of objectivity to the Board;Their tenure with the Company had neither impaired nor compromise their independent judgement and ability to act in the best interest of the Company. They continue to remain objective and are able to exercise their independence judgement in expressing their view and participating in deliberations and decision making of the Board and Board Committee in the best interest of the Company;They have vast experience in a diverse range of business and have good understanding of the Company's business operation;They continue to exercise due care during their tenure as INEDs of the Company and carried out their professional duties in the interest of the Company and shareholders;

	<p>e. They have devoted sufficient time and commitment to discharge their responsibility and professional obligations as INEDs; and</p> <p>f. They do not have any business dealings with the Company.</p> <p>Accordingly, at recommendation of the Board, the Company had obtained shareholders' approval at the Thirtieth Annual General Meeting held on 21 September 2020, for Datuk Aznam Bin Mansor, Wong Yoke Nyen and Ng Tian Meng to continue to serve as the INEDs of the Company.</p>	
Explanation for departure :		
<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

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	:	Not Adopted
Explanation on adoption of the practice	:	

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	:	<p>The Board has adopted a Diversity Policy which describes the Company's commitment to ensuring a diverse mix of skills and talent exist amongst its Directors, officers and employees, to enhance the Company's performance. The Diversity Policy addresses equal opportunities in the hiring, training and career advancement of Directors, officers and employees. The Diversity policy is made available at the Company's website at www.focuslumber.com.my.</p> <p>The Nomination Committee is delegated by the Board to continuously look for candidates with diverse skills and talent that can contribute to the Company such as necessary skills, knowledge, expertise, professionalism, integrity and time commitment. For the position of Independent Non-Executive Director, the Nomination Committee also evaluates the candidates' ability to discharge such responsibilities/functions of an Independent Non-Executive Director.</p> <p>Upon identifying the appropriate candidate to be appointed as the Director, the Nomination Committee will make their recommendations to the Board for approval. Where necessary, the Nomination Committee will also utilise independent sources to identify suitable qualified candidates.</p>	
Explanation for departure	:		
<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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>The Board has adopted a Diversity Policy which describes the Company's commitment to ensure a diverse mix of skills and talent exist amongst its Directors, officers and employees and to enhance the Company's performance. Diversity may result from a range of factors such as gender.</p> <p>The Diversity Policy is disclosed in the annual report and is also available at the Company's website at www.focuslumber.com.my.</p> <p>The board currently does not have any women directors. However, the Company recognises the importance of having participation of women in its Board and is constantly looking for suitable women candidates to be appointed into the Board.</p> <p>The Company will not rush into identifying women to be appointed in the Board and senior management team as the Company wishes to select women candidates who are able to contribute positively to the Company.</p>	
<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	:	<p>The Nomination Committee is responsible to assess and recommend to the Board, the candidates for all directorships, in consideration of the candidates:-</p> <ul style="list-style-type: none">(a) skills, knowledge, expertise, and experience;(b) professionalism;(c) integrity;(d) ability to discharge responsibilities/functions; and(e) time commitment. <p>Besides relying on recommendations from existing board members, management or major shareholders in looking for suitable and qualified candidates, the Nomination Committee also utilises other independent sources, such as independent recruiting firm to identify suitable qualified candidates.</p>
Explanation for departure	:	
<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	:	<p>Our Nomination Committee (“NC”) is chaired by Datuk Aznam bin Mansor. He is also the Senior Independent Non-Executive Director of the Company.</p> <p>The other members of NC are Mr Wong Yoke Nyen and Mr Ng Tian Meng, the Independent Non-Executive Directors of the Company.</p> <p>The Chairman of NC leads the annual review of succession planning of the Board and senior management, Board and Board Committees’ effectiveness and ensure that the performance of each individual director is independently assessed.</p> <p>The profile of the NC can be viewed in the Annual Report 2020 and the Terms of Reference of the NC is available for view at the Company’s website at www.focuslumber.com.my.</p>
Explanation for departure	:	
<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	:	<p>The Nomination Committee (NC”) is empowered by the Board through its Terms of Reference to assess annually the effectiveness of the Board as a whole, the Committees of the Board and the contribution of each existing individual Director. Thereafter, the NC would recommend its findings to the Board.</p> <p>The evaluation documents are endorsed by the NC and approved by the Board before distributing to the respective Board members for further input. Contribution and performance of Board, Board Committees and each individual Director, including the independence of Independent Directors will be assessed. Trainings attended by each individual Director will also be reviewed by the NC.</p> <p>The outcomes of the evaluation would be tabled during the NC meeting. If there is any weakness identified, the NC would carry out the discussion on the improvement actions to be taken.</p>
Explanation for departure	:	
<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 Remuneration Committee ("RC") assists the Board in fulfilling its oversight responsibility to shareholders and ensure that the Company has a coherent remuneration policy that fairly and responsibly reward the employees proportionately to their performance.</p> <p>The Group has adopted a Bonus Policy and Salary Structure which provides a framework for remuneration to be paid to the members of the Board and the employee of the Company.</p> <p>The Bonus Policy and Salary Structure recognises the need for the Company to attract, motivate and retain qualified members of the Board and the employees as well as aligning the interests of the Board with the interests of the Company's shareholders. The remuneration of the Board members and the employees shall be justifiable to support the strategic goals of the Company and to promote value creation for the benefit of the shareholders of the Company.</p> <p>The Bonus Policy and Salary Structure embodies the following principles:</p> <ul style="list-style-type: none">• Providing fair, consistent and competitive rewards to attract and retain high calibre employees;• Motivating the Company's Directors and employees to achieve superior performance;• A remuneration framework that incorporates both short and long term incentives linked to Company performance and total shareholder return; and• Building a strong partnership between the Company with its Directors and Management Team by encouraging share ownership in the Company by the Directors and Management Team.

	<p>Remuneration package offered to the Independent Non-Executive Directors (“INEDs”) of the Company reflects the experience, expertise and level of responsibilities undertaken by the INEDs. The Directors’ fees payable to the INEDs and any benefit payable to the Directors of the Company shall approved by the shareholders at the Annual General Meetings in accordance with Section 230 of the Companies Act 2016.</p> <p>Basic salaries of the Executive Directors will be reviewed by the RC and any revision to it will be reviewed and recommended by the RC to the Board for approval after taking into account the individual performance, economic condition, inflation price index and the achievement of budget. Bonuses payable to the Executive Directors is also subject to review by the RC and approval by the Board.</p>	
<p>Explanation for departure</p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>	<p>:</p>	
<p>Timeframe</p>	<p>:</p>	

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	:	<p>The Board's Remuneration Committee ("RC") comprises solely Independent Non-Executive Directors, as follows:-</p> <p><u>Chairman</u> Mr Ng Tian Meng</p> <p><u>Member</u> Mr Wong Yoke Nyen Datuk Aznam Bin Mansor</p> <p>The RC is to ensure that the Company has coherent remuneration policies that fairly and responsibly reward individuals having regard to performance, the risk management framework, the law and the highest standards of governance.</p> <p>The RC is responsible for reviewing and recommending matters relating to the remuneration packages of the Executive Directors, Non-Executive Directors and Management team to ensure the remuneration packages offered are appropriate to each director's contribution, after taking into account the level of expertise, commitment and responsibilities undertaken.</p> <p>The respective directors shall play no part in decisions on their own remuneration. The Directors who are also shareholders should abstain from voting at general meetings to approve their remuneration packages.</p> <p>The Terms of Reference of RC is published on the Company's website at www.focuslumber.com.my.</p>

Explanation for departure :		
<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 on named basis for the remuneration of individual directors is set out at page 27 of the Annual Report 2020.	
Explanation for departure	:		
<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	:	Not applicable - Step Up 7.3 adopted	
Explanation on application of the practice	:		
Explanation for departure	:		
<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	:	Adopted
Explanation on adoption of the practice	:	The detailed disclosure on named basis for the remuneration of each member of senior management is set out at page 27 of the Annual Report 2020.

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 Board's Audit Committee comprises solely Independent Non-Executive Directors. The Chairman of Audit Committee is Mr Wong Yoke Nyen whilst the Chairman of the Board is Datuk Aznam bin Mansor. The Audit Committee is authorised by the Board to investigate any activities within its Terms of Reference and has unrestricted access to both the internal and external auditors and members of the senior management of the Company. The full details of the Terms of Reference of the Audit Committee is published in the Company's website at www.focuslumber.com.my .	
Explanation for departure	:		
<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	:	<p>At present, none of the Audit Committee ("AC") members were former key audit partners of the Company's External Auditors.</p> <p>The AC recognises the importance of independence of its External Auditors and that no possible conflict of interest whatsoever should arise. Hence, the AC has incorporated a policy in its Terms of Reference that if a former key audit partner is to be appointed as member of the AC, he/she is required to observe a cooling-off period of at least two years before being appointed as a member of the AC.</p>	
Explanation for departure	:		
<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>Based on the Terms of Reference of the Audit Committee ("AC"), the AC will conduct an annual assessment of suitability and independence of the External Auditors. The criteria of the assessment include the performance of the External Auditors, the quality of services, sufficiency of resources, communications and interaction with AC, the External auditors' independence, level of non-audit fees, rotation of audit partner, objectivity and professionalism. Assessment questionnaires is used as a tool to obtain input from the Financial Controller.</p> <p>The AC would also obtain the written assurance from the External Auditors to confirm that they are and have been independent throughout the conduct of the audit engagement in accordance to the terms of all relevant professional and regulatory requirements, including the By-laws of the Malaysian Institute of Accountants.</p> <p>In 2020, the AC met with the External Auditors once without the presence of Executive Directors and Management.</p> <p>The AC had conducted the assessment on the suitability and independence of the External Auditor Messrs PKF Malaysia on 22 April 2020. Based on the results of assessment on the quality of audit, performance, competence and sufficiency of resources the audit team provided to the Company, the AC was generally satisfied with the suitability and independence of the External Auditors of the Company.</p> <p>Based on the recommendation of the AC, the Board had on 22 April 2020 recommended the re-appointment of the External Auditors for the financial year 2020 to the shareholders for approval at the 30th Annual General Meeting held on 21 September 2020 which the External Auditors were re-appointed for the ensuing year.</p>
Explanation for departure	:	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

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	:	Adopted
Explanation on adoption of the practice	:	The Audit Committee comprises solely Independent Non-Executive Directors, and they are:- (1) Mr Wong Yoke Nyen – Chairman (2) Datuk Aznam bin Mansor – Member (3) Mr Ng Tian Meng – Member

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>All members of Audit Committee are financially literate and possess a wide range of necessary skills to discharge their duties. The qualifications and experiences of the individual Audit Committee member are disclosed in the Directors' Profile on pages 4-6 of the Annual Report.</p> <p>The members of Audit committee attend trainings from time to time to ensure that they are kept abreast of the latest developments in the areas of the capital markets, regulatory and corporate governance while equipping themselves with the know-how to contribute further to the effectiveness of the Board.</p> <p>Details of the training programmes attended by each member of the Audit Committee is set out on page 28 to 29 of the Annual Report.</p>
Explanation for departure	:	
<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 is committed to preserve a sound risk management and internal controls system as well as good corporate governance practices throughout the Group.</p> <p>Management is responsible for assisting the Board in implementing the processes for identifying, evaluating, monitoring and reporting risks and internal controls throughout the period. The Board is also assisted by the Audit Committee to oversee the implementation of a system of risk management and internal controls.</p> <p>A Management Risk Management Committee, comprising a Risk Manager and Head of Departments from all functions, was established to assist the Audit Committee in overseeing the risk management issues of the Group and to report to the Audit Committee directly on the Group's overall co-ordination of risk management activity and ensure that necessary procedures are in place. The Risk Management Committee would meet with the Audit Committee at least twice a year to review the risks that may affect the achievement of the Company's business objectives.</p> <p>The Group has established a Risk Management and Internal Control Framework, which is set out on its Statement on Risk Management and Internal Control on pages 37 to 42 of the Annual Report.</p>
Explanation for departure	:	
<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>Management is responsible for reviewing risks on an on-going basis so that risks impeding the achievement of objectives are adequately identified, evaluated, managed and controlled. The Risk Management Committee ("RMC") would prepare a report detailing the significant risks, the status of risk reviews and the status of implementation of actions plans and tabled to the Audit Committee on a semi-annually basis.</p> <p>The RMC would conduct the review on accounts & admin, human resource, safety & health, sales & marketing and import & export, purchasing, production and maintenance.</p> <p>During the financial year 2020, there were changes of risk owners in the Maintenance and Production departments. Besides, two new risks were being identified by the RMC during the year. They are related to the compliance and operational risks which was arising due to the implementation of Malaysian Anti-Corruption Commission (Amendment) Act 2018 and the Movement Control Order due to the COVID-19 pandemic during the year.</p> <p>The details of the risk management and internal control framework are contained in the Statement of Risk Management and Internal Control, which is on pages 37 to 42 of the Annual Report.</p>
Explanation for departure	:	
<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 9.3 - 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	:	Not Adopted
Explanation on adoption of the practice	:	

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 Company’s internal audit function is outsourced to GovernAce Advisory & Solution Sdn Bhd, a professional internal audit service provider. This would ensure that the independence of the internal auditor since they will not be involved in the operations of the Group.</p> <p>The outsourced internal auditor reports directly to the Audit Committee and is headed by a management team who is registered with professional bodies. The internal auditor plays a pivotal role in improving the effectiveness of risk management, control and governance processes of the Group’s operations through its recommendations for improvement in internal controls and consulting services on related matters.</p> <p>The Audit Committee would also review the adequacy of the scope, functions, competency and resources of the outsourced internal audit functions. The Audit Committee meets with the Internal Auditor at least four times a year to review the internal audit function and to assure the soundness of internal control system.</p>	
Explanation for departure	:		
<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 Group’s internal audit function is outsourced to GovernAce Advisory & Solution Sdn Bhd, a professional internal audit service provider. This is to ensure that the outsourced internal auditor is independent and has no involvement in the Company’s operations.</p> <p>The outsourced Internal Auditor is headed by a team who is registered with professional bodies. The team comprises:-</p> <p>(a) Director – Certified Internal Auditor (“CIA”), Certified Practising Accountant with CPA Australia, a Chartered Member of Institute of Internal Auditors Malaysia (“CMIIA”) and Accountants registered with Malaysian Institute of Accountants</p> <p>(b) Assistant Manager – Associate Member of Institute of Internal Auditors Malaysia (“AMIIA”)</p> <p>The outsourced internal auditor carried out internal audits on various operation units within the Group based on the internal control review audit plan approved by the Audit Committee.</p> <p>The Group’s Internal Audit plays a pivotal role in improving the effectiveness of risk management, control and governance processes of the Group’s operations through its recommendations for improvement in internal controls and consulting services on related matters based on the International Professional Practices Framework guided by Institute of Internal Auditors.</p>
Explanation for departure	:	
<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 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	:	<p>The Board recognises the importance of an effective communications channel between the Board, stakeholders, institutional investors and the investing public at large, both in Malaysia and overseas, with the objectives of providing a clear and complete picture of the Group's performance and position as much as possible.</p> <p>The Company is committed to keeping the shareholders and investors informed of the Group's business and corporate developments. Such information is disseminated via the Group's annual reports, circulars to shareholders, quarterly financial results and various prescribed announcements made to Bursa Malaysia Securities Berhad ("Bursa Securities") from time to time in the Bursa Securities' website or via the Company's website.</p> <p>The Board is also of the view that the Annual General Meeting is an important platform to meet the shareholders and for the shareholders to address their concerns. At the Annual General Meeting, shareholders are encouraged and will be given sufficient time to enquire about the Group's activities and prospects as well as to convey their expectations and concerns. Shareholders are also encouraged to participate in the question and answer session on the proposed resolutions to be passed and the Group's operations in general.</p> <p>Besides that, the shareholders can at any time seek clarification or raise queries to the Management of the Company by emails or phone. The contact details of the investor relations is set out in the Group's website at www.focuslumber.com.my.</p> <p>In addition, the Company also announce its quarterly financial results via Bursa LINK immediately after the financial results are approved at the Board Meetings. This is important in ensuring equal and fair access to information is provided to the public investors, so that the investors are able to make informed decisions.</p>
Explanation for departure	:	

<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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Company does not fall under the category of large companies as defined in the Malaysian Code of Corporate Governance 2017.	
<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 30th Annual General Meeting (“AGM”) of the Company was held on 21 September 2020. The Notice of the AGM was dispatched to the shareholders on 21 August 2020, which was more than 28 days before the meeting date and was in excess of the 21 days requirement under the Companies Act 2016. Due to the implementation of the Movement Control Order and Conditional Movement Control Order in Malaysia, the Annual Report was separately issued on 11 June 2020.</p> <p>Each item of special business included in the notice of meeting was accompanied by a full explanation on the effects of a proposed resolution.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Company's Annual General Meeting was held on 21 September 2020 physically. Due to the restriction set by the implementation of the Movement Control Order and health concern, Chairman of the Company and Mr Lin Fong Ming, the Executive Director of the Company, were unable to travel to the meeting venue to attend the Annual General Meeting, whereas the Managing Director was still in quarantine period as at the date of the Annual General Meeting.</p> <p>Their absence was due to unforeseen circumstances arising from the COVID-19 pandemic and the Company could not mitigate such situation.</p> <p>The Company would consider leveraging on technology to convene the upcoming Annual General Meeting via electronic means and encourage remote participation from the shareholders if the need arises.</p>
<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 12.3

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Company's 30th Annual General Meeting was held in Kota Kinabalu, Sabah, a location which is accessible by public transport and not a remote location. All the resolutions set out in the Notice of the 30th Annual General Meeting were voted by poll. For 30th Annual General Meeting, the Company did not leverage the use of the technology to facilitate remote shareholders' participation at the Annual General Meeting or voting in absentia as the number of holders was not substantial.</p> <p>Shareholders of the Company are allowed to appoint any person(s) as their proxies to attend, participate, speak and vote in his stead at a general meeting.</p> <p>The Company would consider leveraging on technology to enhance the communication with shareholders such as issuing and transmitting documents such as Annual Report, Circular and Notice of General Meeting to the shareholders using technology means for the upcoming Annual General Meeting. The Company may also consider conducting Annual General Meeting virtually and encourage remote participation if the need arises.</p>
<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 PURSUANT
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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