

CORPORATE GOVERNANCE REPORT

STOCK CODE : 0147
COMPANY NAME : INNITY CORPORATION BERHAD
FINANCIAL YEAR : December 31, 2021

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 assumes full responsibility for long-term sustainability of the Group through effective stewardship and application of corporate governance best practices.</p> <p>In discharging its fiduciary duties and overall leadership functions, the Board sets the strategic direction of the Group, ensures the effective use of resources to meet its objectives while exercising oversight on management's performance.</p> <p>The Board's core responsibilities are: -</p> <ul style="list-style-type: none">a) Providing overall leadership and guidance by working with the Group's senior management in mapping out the Group's strategic direction specifically, the development and implementation of corporate strategies to achieve the Group's mission and vision;b) Monitoring and reviewing with senior management, on a regular basis, the progress and financial performance of the Group;c) Approving the Group's strategic plan, corporate announcements, material investments/divestments, mergers and acquisitions, key policies such as dividend policy for shareholders and all financial and operating budgets including financial statements for regulatory and management reporting;d) Developing alternative steps or actions should there be major departures from the principles and recommendations laid out in the Code;

- e) Delegating appropriate powers to key members of senior management to facilitate effective day-to-day management of the business as well as monitoring the exercise of these powers;
- f) Ensuring effective risk management, compliance and internal controls are competently implemented in all aspects of the business;
- g) Overseeing the development and implementation of a shareholder communication policy; and
- h) Reviewing and approving the recruitment of senior management personnel across the Group, through the Nomination Committee, to ensure efficient succession planning and continuity of the Group's mission and vision.

At INNITY, the Board has reserved full decision-making powers on the following matters: -

- a) Strategic plan for the Group;
- b) Pre-emptive changes to rectify the Group's corporate strategy;
- c) Group budget;
- d) Changes to Board Committees, key policies and discretionary powers;
- e) Expenditure exceeding senior management's discretionary limits;
- f) Acquisition or disposal of group companies;
- g) Corporate deals and exercises;
- h) Corporate announcements via Bursalink;
- i) Implementation of internal controls/mitigants to curb principal risks;
- j) Approval of annual and quarterly financial results;
- k) Development and revision of shareholder communication policy;
- l) Integrity and effectiveness of risk management and internal control systems; and
- m) Succession planning for senior management positions.

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 1.2

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>The Board is led by an Executive Chairman, Mr Phang Chee Leong, who is one of its principal founders.</p> <p>Since the Company's inception in 1999, Mr Phang has been the key person leading the Board driving INNITY's growth. Armed with his wide knowledge, experience, strategic thinking and driven vision, spanning over 24 years in new digital technology, Mr Phang is deeply involved in directing the Group's product development and research & development ("R&D"). He has steered the Group into one of the leading service providers in online advertising solutions and related services in Southeast Asia.</p> <p>As Executive Chairman, Mr Phang is responsible in leading overall functioning of the Board so that the Board and Board Committees can perform its responsibilities effectively.</p> <p>The role of the Executive Chairman involves:</p> <ul style="list-style-type: none">a. providing effective leadership of the Board;b. instilling corporate governance best practices;c. overseeing the effective discharge of the Board's supervisory role;d. facilitating the effective contribution of all directors;e. conducting the Board's function and meetings;f. briefing all the directors in relation to issues arising at meetings;g. scheduling annual effective evaluation of the Board's performance;h. promoting constructive and respectful relations between Board members and between the Board and the Management;

	<p>i. instilling a work culture of high performance; and</p> <p>j. ensuring effective communication and feedback with stakeholders.</p> <p>A profile of Mr Phang Chee Leong is presented on page 8.</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>At INNITY, the positions of Chairman (designated as Executive Chairman) and CEO (designated as Managing Director) are held by different individuals.</p> <p>The roles and responsibilities of the Executive Chairman and Managing Director are clearly differentiated - between the strategy and policy-making process and daily management of the Group. This is to ensure clarity of responsibilities and accountability between two individuals such that no one individual has unfettered powers over decision making.</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 Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application :	Departure
Explanation on application of the practice :	
Explanation for departure :	<p>The Board's Executive Chairman, Mr Phang Chee Leong, is neither a member of the Nomination or the Audit & Risk Management Committees. However, he sits as a member of the Remuneration Committee.</p> <p>Being one of the principal founders of INNITY, Mr Phang is a member of the Remuneration Committee ensuring incentives and benefits awarded to the Executive Directors and annual review of salaries for Senior Management are consistent, justifiably rewarded and commensurate with industry standards. This takes into cognizance of his deep understanding of the industry practices for remuneration to attract and to retain talent. To ensure proper check and balance, the remuneration committee shall be comprised of a majority of independent directors.</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

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

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 Board is ably supported by three (3) Company Secretaries. The Company Secretaries are externally appointed. The Company Secretaries, Ms Wong Wai Foong, Ms Fong Seah Lih and Ms Tham Yin Tong are well qualified Chartered Secretaries and possess the requisite knowledge, experience and all-round exposure through their roles as Company Secretary for public listed companies in other sectors of the economy.</p> <p>Apart from undertaking statutory duties as prescribed under the Companies Act 2016, their duties and responsibilities have been enlarged to include the following: -</p> <ul style="list-style-type: none">a. Advising the Board on its roles and responsibilities;b. Updating the Board on the latest security regulations with respect to corporate disclosures and compliance as set out by external regulators such as the Securities Commission and Bursa Malaysia Securities Berhad ("Bursa Securities");c. Monitoring corporate governance developments and advising the Board to adopt a high standard of corporate governance that meets stakeholders' expectations; andd. Full and unrestricted access to the source of updated information and reference acquired in providing relevant advice on compliance and regulatory issues. <p>The Board is satisfied with the services and support provided by the Company Secretaries and stands to benefit from their statutory and regulatory updates.</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 1.6

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>The Management, assisted by the Company Secretary, are tasked with the supply of information, in the form of Board papers, for the Board's deliberation and decision.</p> <p>The agenda for Board meetings and a complete set of Board papers and preceding Board minutes containing information relevant to the meeting agenda, are circulated to all directors at least seven (7) calendar days prior to the meeting. Board members are therefore, given sufficient time to go through the Board papers thoroughly.</p> <p>All directors have access to all information within the Group. To facilitate discussions on operational issues, such as changes on operating procedures and human resource issues, the directors may interact directly with the management requesting for further clarification, information or updates.</p> <p>If necessary, senior management are invited to attend Board meetings to provide additional insights, explanations and professional views on specific items on the meeting agenda.</p> <p>The directors may also seek independent professional advice at the Group's expense, on specialised issues to enable them to discharge their duties with adequate knowledge of the issues being deliberated.</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

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 fiduciary functions of directors and members who sit on Board Committees are guided by the Board Charter.</p> <p>The Charter serves as a primary source of reference to the Board in: -</p> <ul style="list-style-type: none"> a. Clarifying distinctly the respective roles and responsibilities of the Board, Board Committees, individual directors and management; and b. Detailing processes/procedures for convening of meetings, directors’ access to information and advisory on directors’ continuous training. <p>The Charter is reviewed and updated from time to time, as deemed necessary, to keep abreast of statutory revisions in corporate governance best practices to ensure its relevance and effectiveness.</p> <p>The Board Charter is available on the Company’s website at www.innity.com</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>A Business Code of Conduct ("COC") has been formalised to reflect INNITY's vision and core values of integrity, teamwork, learning and performance.</p> <p>The COC constitutes the primary behaviour guide for the Company's employees. It incorporates the basic standards of ethical legal behaviour emphasising INNITY's commitment, as a corporate family, to ethics and compliance with the law. The COC is also a preventative tool – to help prevent and detect violations of the Company's policies and the law.</p> <p>The COC outlines guiding principles covering:</p> <ul style="list-style-type: none">a. Communications i.e. conducting business in a forthright and transparent manner;b. Employment practices adopted by employees to conduct themselves with fairness, honesty, integrity and professionalism in the performance of their functions and in all of their business relationships;c. Conflicts of interest – avoid engaging activity between personal interests and those of the Company;d. Financial integrity in terms of accuracy of the Company's accounting records, compliance with accounting standards, laws and regulations in each applicable jurisdiction;

	<p>e. Entertainment, favours and gifts outlining the non-acceptance of gifts, lunches, dinners, entertainment etc. from interested third parties that may influence the outcome of business decisions;</p> <p>f. Misuse of Company Assets – each employee is a steward of the Company’s assets. As such, employees have the obligation to protect and preserve Company assets as well as assist the Company in its efforts to control costs;</p> <p>g. Inside information and insider trading – using non-public information (“inside information”) especially, “material” inside information that would influence a person’s decision to buy, hold or sell the Company’s shares or any other marketable securities is a criminal offense;</p> <p>h. Competition and Anti-Trust Laws – any violation of competition and anti-trust laws will result in severe penalties, including personal and criminal liability; and</p> <p>i. Substance abuse (alcohol and drugs) entailing complete prohibition on the purchase, sale, possession, use, transfer of any illegal drugs or controlled substances by any Company employee while on Company premises or engaged in Company business.</p> <p>The Code of Conduct is available on the Group’s website at www.innity.com</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

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 Board has established the policies regarding whistleblowing which sets out the principle and grievance procedures for employees to raise genuine concerns of possible improprieties perpetrated within the Group.</p> <p>The Whistleblowing Policy is incorporated 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

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1

The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application	:	Applied
Explanation on application of the practice	:	<p>With the aim of ensuring sustainability by creating value in all areas of its business activities, the Board has sanctioned the risk management and sustainability framework developed by senior management. Senior management is tasked with the implementation and monitoring of the Sustainability Framework.</p> <p>It is our aspiration that the initiatives we adopt under the Sustainability Framework resonate with the sustainability guidelines under the ACE Market Listing Requirements as espoused under the United Nation's 2030 Agenda for Sustainable Development.</p> <p>Briefly, material sustainability issues addressed by senior management were focused on:</p> <ul style="list-style-type: none">a. <u>Environmental Sustainability</u> through effective and efficient conservation management of resources in full support of the green environment. Apart from the common practices of minimising wastage in our energy consumption, such as multi-video conferencing for our regular communication with our stakeholders or installation of LED lighting in our offices, INNITY's firm commitment in the conservation of resources, based on the 3R concept (i.e. Reduce, Reuse, Recycle), has paved the way for the adoption of the following green technology initiatives:<ul style="list-style-type: none">- Centrally focused on interactive online marketing platforms to advertisers and publishers with a bias on green technologies; and- Finalising plans towards a paperless working environment through streamlining and digitising work processes to improve productivity, reduce wastage and conserve energy resources.

	<p>b. Social Sustainability through fostering a culture of work and family life balance amongst our employees who are our priceless assets.</p> <p>INNITY’s employees enjoy the following fringe benefits:</p> <ul style="list-style-type: none"> - Community Engagement Opportunities to fulfil INNITY’s corporate social responsibility (“CSR”) by contributing part of their time to assist those less fortunate; - “Work at Home” protocol giving most employees the option to avoid the risk of contracting the Covid-19 virus through unnecessary exposure outside of their homes; - Medical and hospitalisation insurance coverage for all employees; and - Upskilling of deserving employees with training/workshops to keep abreast of new technologies and media applications. <p>c. Governance Sustainability through the development of new digital advertising products, controlling costs, improving risk management and internal control to consolidate the business.</p> <p>During the Covid-19 lockdown period between March 2020 to end August 2021, INNITY targeted ‘Work From Home’ audiences with new products such as Programmatic Shoppable Ads - as most were in self-isolation at home in their efforts to curb the deadly Covid-19 virus.</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

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2

The board ensures that the company’s sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied
Explanation on application of the practice	:	<p>Environmental, Social and Governance (“ESG”) Sustainability issues are key concerns of the Board. They have emerged as major considerations in business decisions alongside cash flows and profitability.</p> <p>INNITY envisions the ESG agenda to be an ecosystem that includes its entire value chain of stakeholders i.e. advertisers, publishers, suppliers and business partners – as “we are only as strong as our whole value chain.”</p> <p>The integration of ESG sustainability into all of our domestic and overseas operations is a continuous process with the Board having oversight responsibility.</p> <p>As an example, INNITY aspires to be ahead of the proverbial curve with its continuing strategic partnership with TikTok, one of the world’s fastest growing social apps focusing on short-form mobile videos. Appointed as official reseller, INNITY’s market coverage has been extended over 2 short years from within Malaysia to other countries across Asia Pacific. The extended market coverage has not only resulted entry into new markets (such as an expanded GenZ demographic), but has also given INNITY automatic exposure into varying business practices, cultures and the operating environment in various overseas destinations. This worldwide exposure has certainly enhanced and strengthened INNITY’s corporate value and reputation among its global network.</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

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3

The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application :	Applied
Explanation on application of the practice :	<p>Under the 12th Malaysia Plan (2021-2025), the Government has indicated its commitment to be a carbon-neutral economy by 2050. Hence, the Board considers its ESG strategies a priority for INNITY's businesses to constantly adapt to the changing landscape.</p> <p>By embedding ESG issues into its core strategies, the businesses of INNITY will be equipped to be resilient, propelling long-term competitiveness, enabling socially conscious investors to look out for investments that have readily addressed ESG issues as a prime consideration.</p> <p>INNITY's commitment to sustainability not only extends to the online products that adds to its business top-line growth but also to long-term sustainable opportunities such as waste reduction and social benefits such as assisting communities who are less fortunate in the form of CSR and fostering a work and family life balance culture amongst its employees.</p> <p>In summary, the Board addressed the following sustainability issues during the year:</p> <ul style="list-style-type: none">a. With respect to environmental sustainability,<ul style="list-style-type: none">- Interactive online marketing platforms to advertisers and publishers with a bias on green technologies as elaborated in Practice 4.1(a) above.b. Launching CSR initiatives as follows:<ul style="list-style-type: none">- OneMeal with Passionation during the lockdown in July 2021. Passionation partnered with Hunger Hurts Malaysia to provide 2,000 free meals to underprivileged communities. At the same time, provided financial support to struggling small businesses in which the Passionation community was encouraged to donate OneMeal at RM10.00 each. For every OneMeal donated, Passionation matched it with an additional OneMeal.- I, Matter Too by NASOM – Passionation ran a CSR campaign to assist NASOM in their fundraising efforts by getting the Passionation Community to talk and share about autism awareness, acceptance and individual differences on their social platforms; andc. In terms of governance sustainability, the Board sanctioned the launch of:<ul style="list-style-type: none">- Shoppable Ads – focuses on how brands can unlock the future of retail with new digital experiences for consumers;

	<ul style="list-style-type: none"> - Embedded E-Commerce – enables consumers to purchase directly from shoppable ads, influencers’ posts and other digital content medium; - Passionation – a collaboration with creators and influencers to create dynamic and engaging branded content; and - Branded Reward – reward-based marketing from brands that reward consumers in return for their time and data.
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 company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4

Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application	:	Applied
Explanation on application of the practice	:	<p>The Nomination Committee ("NC") carries out the annual evaluation of the effectiveness of the Board, Board Committees and individual directors.</p> <p>In respect of the Board's performance and effectiveness for the financial year ended 31 December 2021, the evaluation was conducted internally, facilitated by the Company Secretary. The evaluation process was carried out using questionnaires that were model on Self and Peer rating assessment.</p> <p>The evaluation process included the Board's commitment on ESG issues.</p> <p>At the same time, a formal and objective evaluation on the frequency of interaction, communication and the level of commitment and contribution of each individual director for 2021 was also carried out based on Self and Peer assessment.</p> <p>Each director furnishes to the Board a self-assessment of his performance during the course of the financial year. An objective assessment by each director on the performance of each of his peers is also submitted to the Board for adjudication and levelling.</p> <p>The assessment included whether each director, when addressing various issues, was able to exercise independent judgement, when challenged on his point of view, while still acting in the Company's best interest.</p> <p>The Board is satisfied with the time commitment and level of effective participation given by the directors as espoused in the Code, towards fulfilling their roles and responsibilities.</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

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up

The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.

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 5.1

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

Application	:	Applied
Explanation on application of the practice	:	<p>The NC Chairman leads the appointment of Board members and carries out the annual review of the Board's effectiveness and ensures that the performance of each individual director is fairly and justifiably assessed.</p> <p>The NC which comprises exclusively of Independent Non-Executive Directors, has witnessed several changes in the past 3 years as follows:</p> <ul style="list-style-type: none">a. Encik Abdul Malik Bin A Rahman resigned on 1 April 2018 and was replaced by Mr Cheong Chee Yun who was appointed on 27 September 2018;b. Mr Robert Lim Choon Sin, a Senior Independent Non-Executive Director, retired as Chairman of the NC on 1 August 2019. He was succeeded by Mr Fung Kam Foo (Independent Non-Executive Director) who came on board on 1 August 2019.
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 5.2

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Board comprises nine (9) members, three (3) of whom are independent non-executive directors as follows:</p> <ul style="list-style-type: none">a. Encik Shamsul Ariffin Bin Mohd Norb. Mr Fung Kam Fooc. Mr Cheong Chee Yun <p>The NC acknowledges the current size and composition will need to be reviewed to provide a balance mix of skills and experience to meet the core competencies and objectivity required of the Board.</p> <p>The Board is mindful of the recommendation of MCCG 2021 that the Board must comprise at least 50% of Independent Directors.</p> <p>The Board is putting every effort in getting suitable candidates who could meet the objective criteria, merit and with due regard for diversity in skills, experience and background to be an Independent Board member.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The NC will continuously source suitable independent directors and recommend to the Board to fulfil the recommendation of MCCG 2021.
Timeframe	:	While efforts are being made the timeframe will depend on whether suitable candidates can be found which will match to our skills ,diversity, experience and independence matrix needs and whether identified candidates will accept our appointment.

Intended Outcome

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

Practice 5.3

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 provide justification and seek annual shareholders' approval through a two-tier voting process.

Application	:	Applied
Explanation on application of the practice	:	<p>Encik Shamsul Ariffin Bin Mohd Nor was appointed as the Independent Non-Executive Director on 30 April 2008.</p> <p>After serving a cumulative term limit of nine (9) years, shareholders' approval was obtained at the Annual General Meeting (AGM) to retain Encik Shamsul through a resolution at the AGM held on 1 June 2017 followed by approvals at subsequent AGMs held on 4 June 2018, 17 June 2019 and 27 August 2020.</p> <p>At the 14th AGM held on 4 June 2021, a stand-alone resolution (as special business) to conduct the two-tier voting process for Encik Shamsul to continue as an Independent Non-Executive Director was tabled for shareholders' approval. The resolution was duly passed, via poll voting, by both Tier 1 (substantial) and Tier 2 (minority) shareholders to retain Encik Shamsul who has served the Board for a cumulative term of more than twelve (12) years to continue in office as an Independent Non-Executive Director.</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 5.4 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years without further extension.

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond 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 5.5

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.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the importance of diversity in terms of skills, experiences, age, cultural background as well as gender in leading the Board and Board Committees.</p> <p>The NC is responsible for assessing and recommending suitable candidates to the Board and Board Committees. The responsibilities of the NC in this regard are outlined in its terms of reference.</p> <p>In evaluating potential candidates, the NC has adopted a guide to identify, evaluate, select and recommend to the Board to fill vacancies on the Board and its various committees. It considers, the following criteria in no particular order of importance:</p> <ul style="list-style-type: none">i) skills; knowledge, expertise, experience, qualification and gender diversity;ii) Professionalism;iii) Commitment (including time commitment) to effectively discharge his/her role as Director;iv) Contribution and performance;v) Background, character, integrity and competent;vi) Independence. Apart from the director's background, it is critical to focus on the director's views or opinions when addressing various issues and whether the director was able to exercise independent judgement, when challenged on his point of view, while still acting in the Company's best interest.

	<ul style="list-style-type: none"> vii) Positive feedback from, if applicable, listed and non-listed companies in which the candidate has been a Director or Chairman; viii) Understanding of the business environment; and ix) Willingness to devote personal time and commitment. <p>The appointment of new board members will not solely be guided by gender but rather the skills, knowledge and experience of the newly-appointed director.</p> <p>Similarly, the Group does not have a diversity policy for its workforce in terms of gender, ethnicity and age. Nevertheless, the Group is an equal opportunity employer and all appointments and employments are based strictly on merit and are not driven by any racial, age, religion or gender bias.</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 5.6

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.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application	:	Applied	
Explanation on application of the practice	:	To alleviate the perception of bias in the selection of candidates, the NC is open to recommendations or suggestions from external sources such as professional associations and executive search agencies. No new directors were appointed in financial year ("FY") 2021.	
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 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied	
Explanation on application of the practice	:	To make informed decisions on the appointment and reappointment of a director, shareholders have been furnished with relevant information through timely disclosures via public announcements, through issuance of the Annual Report and Company website at www.innity.com . In the case of reappointment of a director, the reappointment was disclosed with the profile/background of the director (made available in the Company's Annual Report) together with an explanation of the Board's endorsement.	
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 5.8

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

Application	:	Applied	
Explanation on application of the practice	:	The NC is chaired by Mr Fung Kam Foo (Independent Non-Executive Director). He succeeded Mr Robert Lim Choon Sin, (Senior Independent Non-Executive Director) who resigned as Chairman on 1 August 2019. The NC's composition of 3 Independent Non-Executive Directors, allows it to deliberate and act independently of the Board on such matters as: a. The annual review of the Board's effectiveness; b. Assess each director's performance and training requirements; and c. Spearhead succession planning and appointment of board members.	
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 5.9

The board comprises at least 30% women directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>In the selection of board members, the Board practises non-discrimination of any form whether based on gender, race, age or religion throughout the Group.</p> <p>Notwithstanding the challenges in achieving the appropriate level of gender diversity on the Board, it will endeavour to address this issue as and when vacancies arise at Board and Senior Management level.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The board is sourcing a suitably qualified candidate through an independent source and recommendations from existing directors. It is expected to complete the appointment of a female director before 1 June 2023.
Timeframe	:	The board will continue to identify more female candidates who meet the qualifications, qualities and standards that commensurate with the Group's requirements to achieve the 30% target.

Intended Outcome

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

Practice 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board takes cognizance of the importance of having women representation on Board and is taking steps to identify women who meet the qualifications, qualities and standards that commensurate with the Group's requirements.	
		The Board views that the appointment of new board members will not solely be guided by gender but rather the skills, knowledge and experience of the newly-appointed director.	
		Similarly, the Group does not have a diversity policy for its workforce in terms of gender, race, age or religion.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:	Others	

Intended Outcome

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

Practice 6.1

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 its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The NC carries out the annual evaluation of the effectiveness of the Board, Board Committees and individual directors.</p> <p>In respect of the Board's performance and effectiveness for the financial year ended 31 December 2021, the evaluation was conducted internally, facilitated by the Company Secretary. The evaluation process was carried out using questionnaires that were modeled on Self and Peer rating assessment.</p> <p>The evaluation process included the Board's commitment on ESG issues.</p> <p>At the same time, a formal and objective evaluation on the frequency of interaction, communication and the level of commitment and contribution of each individual director for 2021 was also carried out based on Self and Peer assessment.</p> <p>Each director furnishes to the Board a self-assessment of his performance during the course of the financial year. An objective assessment by each director on the performance of each of his peers is also submitted to the Board for adjudication and levelling.</p> <p>The assessment included whether each director, when addressing various issues, was able to exercise independent judgement, when challenged on his point of view, while still acting in the Company's best interest.</p>

	The Board is satisfied with the time commitment and level of effective participation given by the directors as espoused in the Code, towards fulfilling their roles and responsibilities.	
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 7.1

The board has remuneration 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 remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application	:	Applied
Explanation on application of the practice	:	<p>An appropriate remuneration policy is critical to attract, retain and motivate individuals of high calibre to drive the long-term success of the Group. The policy is structured to link rewards to individual and corporate performance.</p> <p>At INNITY, a Remuneration Policy for Directors and Senior Management is in place to attract, retain and motivate the respective board members and senior management personnel. The Remuneration Policy is published on the Company's website at www.innity.com.</p> <p>The development of this policy is the purview of the Remuneration Committee ("RC"). This policy is shaped by the following underlying principles:</p> <ul style="list-style-type: none">a. Consistency with Group's strategy and business objectives;b. Competitive with remuneration policies of competing peers; andc. Compliance with Company values. <p>The remuneration package for Executive Directors has been structured to link rewards with corporate and individual performance.</p> <p>The remuneration of Non-Executive Directors is based on the level of responsibilities placed on each individual Non-Executive Director.</p> <p>Directors' fees and benefits are subject to shareholders' approval at the Company's Annual General Meeting.</p> <p>The remuneration for members of Senior Management is also based on the role, skills, competency and the performance of each individual member.</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 7.2

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 RC makes recommendations to the Board on all aspects of remuneration for the Executive Directors, Non-Executive Directors, the Board members and the top management.</p> <p>The present composition of the RC consists of two(2) Independent Non-Executive Directors and the Executive Chairman. .</p> <p>The RC is governed by Terms of Reference which stipulates the RC’s authority and duties. These terms are disclosed on the Company’s website at www.innity.com.</p> <p>The RC outlines policies and procedures to administer the remuneration package of its Executive Directors, Non-Executive Directors and Senior Managers.</p> <p>The remuneration package would take into consideration the reward structure, allowances, bonuses and benefits-in-kind corresponding to the demands, complexities and performance of the Group companies as well as the individual’s skills and experience.</p> <p>The basis of remuneration should be in tandem with the following objectives:</p> <ul style="list-style-type: none"> • Aligned with the business strategy and long-term objectives of the Group; • Follow clear, definable and measurable key performance indicators; • Due consideration given towards achievements on specific contexts to avoid unjustly rewarding performance due to external factors which are out of the individual’s control; and • Competitive with the market rate of its peer group.

	<p>The RC meets at least once a year to review and recommend the Board member's remuneration package and/or reward payments against the achievement of divisional goals, quantified targets as well as strategic initiatives set each year.</p> <p>During 2021, the RC has met once to review and assess the remuneration packages of board members and senior management.</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

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 8.1

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	:	Details of the directors' remuneration (including fees, salary, bonuses and other emoluments), where relevant, for each director during FY2021 are disclosed below:

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Fung Kam Foo	Independent Director	42	-	-	-	-	4.5	46.5	42	-	-	-	-	4.5	46.5
2	Shamsul Ariffin Bin Mohd Nor	Independent Director	42	-	-	-	-	4.5	46.5	42	-	-	-	-	4.5	46.5
3	Cheong Chee Yun	Independent Director	42	-	-	-	-	4.5	46.5	42	-	-	-	-	4.5	46.5
4	Gregory Charles Poarch	Non-Executive Non-Independent Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5	Michihko Sukanuma	Non-Executive Non-Independent Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	TOTAL		126	-	-	-	-	13.5	139.5	126	-	-	-	-	13.5	139.5
6	Phang Chee Leong	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	211.360	-	530.760	44.730	-	71.339	858.189
7	Looa Hong Tuan	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	-	-	617.060	39.340	-	63.575	719.975
8	Wong Kok Woh	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	-	-	303.720	12.905	-	44.100	360.725
9	Seah Kum Loong	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	-	-	277.200	11.800	-	40.908	329.908
	TOTAL									211.360	-	1,728.740	108.775	-	219.922	2,268.797
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

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 8.2

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	:	Applied – the company discloses the remuneration of members senior management who are not members of the board	
Explanation on application of the practice	:	The Company has disclosed the top 5 senior management's remuneration, into bands of RM50,000 on named basis in the Company's annual report.	
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	:		

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Lim Kai Hian	Managing Partner, Innity China Co., Limited	600,001-650,000	Choose an item.	Choose an item.	Choose an item.	Choose an item.	600,001-650,000
2	Lee King Huat	Country Head, Innity Singapore Pte Ltd	550,001-600,000	Choose an item.	Choose an item.	Choose an item.	Choose an item.	550,001-600,000
3	Gabriel Joaquin D. Zosa	Country Manager, Innity Philippines, Inc.	400,001-450,000	Choose an item.	Choose an item.	Choose an item.	Choose an item.	400,001-450,000
4	Simon Ong	Director, Appsploration Sdn Bhd	350,001-400,000	Choose an item.	Choose an item.	Choose an item.	Choose an item.	350,001-400,000
5	Fitriyani Afini	Country Manager, PT.Media Innity	300,001-350,000	Choose an item.	Choose an item.	Choose an item.	Choose an item.	300,001-350,000

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 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

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 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>At INNITY, the Board has established a Committee known as the Audit and Risk Management Committee("ARMC").</p> <p>The Chairman of the ARMC, Mr. Cheong Chee Yun (redesignated as ARMC Chairman effective from 7 April 2022) and the former Chairman En. Shamsul Ariffin Bin Mohd Nor , is not the Chairman of the Board.</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 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The terms of reference of the ARMC requires a former key audit partner to observe a cooling off period at least two (2) years before being appointed as a member of ARMC.</p> <p>Currently, no former key audit partner of the external auditors of the Company is appointed as the Director or a member of ARMC.</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 9.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	<p>The ARMC assessed the suitability, objectivity and independence of the external auditor according to a set of established criteria.</p> <p>Briefly, these are:</p> <ul style="list-style-type: none">i) Adequacy of resources, qualifications and service quality of the External Audit team;ii) Global presence in the Group's existing business units;iii) Possess a stringent audit framework and programme to uncover major audit issues (if any);iv) Strict enforcement of applicable auditing and accounting standards;v) Experience in offering practicable solutions when faced with problematic issues;vi) Able to communicate effectively with top and middle management; andvii) Independent but strong and cordial relationship with auditee companies. <p>During 2021, three (3) virtual meetings were held between the ARMC and management pertaining to the audit plan, audit findings and the Group's financial statements. The ARMC was satisfied with the conduct, objectivity and independence of the external auditors, BDO PLT ("BDO") throughout the audit process.</p> <p>At the ARMC's recommendation, the Board has approved the proposal to seek shareholder's approval for the re-appointment of BDO as external auditors for financial year 2022 at the forthcoming AGM.</p> <p>As and when necessary, the external auditors are invited to attend the Company's AGM/EGM and are obliged to answer any questions from shareholders on the conduct of the statutory audit, contents of the annual audited financial statements as well as any corporate exercise(s) undertaken by the Group where the external auditors are involved.</p>

	The Group has in place policies covering the provision of non-audit services, which are designed to ensure that such services do not impair the external auditors' independence or objectivity. As evidence of this, the amount of non-audit fees paid were not significant as compared to the total fees paid to the external auditors for the financial year under review.	
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 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	INNITY's's ARMC comprises solely of independent directors.

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 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent 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>There is an appropriate level of skills and knowledge in reviewing and understanding financial statements amongst ARMC members thus, allowing them to actively participate and contribute to the effective functioning of the ARMC.</p> <p>The Chairman of the ARMC, Mr. Cheong Chee Yun has redesignated as ARMC Chairman effective from 7 April 2022 and Encik Shamsul Ariffin Bin Mohd Nor, the former ARMC Chairman, both of them are experience and competent, and served in various capacities in the public listed and currently holds directorships in several private companies.</p> <p>The Board is satisfied with the performance of the ARMC and effective leadership of its Chairman. Both of the current and former Chairman are able to lead and actively participate in discussions, offer suggestions and opinions and exercise independent judgement.</p> <p>All ARMC members are mindful of the need for continuous professional development. They regularly keep themselves updated on recent developments in accounting and auditing practices and standards.</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 10.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Board has established an Enterprise Risk Management and Internal Control Framework which assists all operational levels in achieving the Company’s strategic objectives by adopting a systematic approach in evaluating and improving the effectiveness of risk management and control.	
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 10.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The key features of the Group's risk management and internal control framework to facilitate the proper conduct of the Group's businesses are described below:</p> <p><u>Risk Management Framework</u></p> <p>The Group Risk Management Committee("GRMC"), established by the Board, has oversight of the risk management process. The GRMC oversees the successful implementation of the framework by setting, where appropriate, objective performance targets and policies to the Management Risk Committee("MRC") to manage and mitigate the principal risks identified.</p> <p>The MRC comprises a Senior Manager, as the Risk Management Officer/Coordinator, and key personnel from companies in the Group. Representatives from the respective divisions/business units within the Group are tasked with reporting key risks to the Risk Management Officer/Coordinator for the attention of the MRC.</p> <p>The Risk Management framework entails identifying and reviewing existing and potential key risk factors afflicting or may likely affect the Group's businesses. These identified risks are managed and mitigated through an action plan developed by the MRC and sanctioned by the GRMC with the Board's endorsement.</p> <p>Key business risks are identified and categorised to highlight the sources of risk, the severity of the risk and its effect on the Company or Group's performance and the likelihood of its occurrence. The risk assessment takes into account all aspects of the businesses and its internal control framework, the control environment and control activities, information, communication and monitoring procedures. Periodic reviews are conducted to identify new risks and a thorough assessment of the risks previously identified remains relevant.</p>

	The GRMC will provide quarterly update to the Board on the risk registers as well as the plans to mitigate the business risks identified from time to time.	
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 10.3 - 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	:	Adopted
Explanation on adoption of the practice	:	The ARMC comprises solely independent directors to oversee the risk management and its policies.

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 11.1

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>In establishing the annual internal audit plan, the Internal Auditor, Resolve IR Sdn Bhd("RIRSB") held meetings with the Director of Corporate Strategies for the Group who is actively involved in managing its business operations and is conversant with the key risks faced by the Group. Based on his proposals and RIRSB's experience in the industry, RIRSB will develop the internal audit plan identifying the entities and business processes to be reviewed.</p> <p>The proposed annual internal audit plan is presented to the ARMC at one of its scheduled meetings during the financial year. The ARMC members deliberated the proposed annual internal audit plan to ensure adequacy of coverage and approved the plan for execution by the internal auditor.</p> <p>During the quarterly ARMC meetings, during which the internal audit findings are presented, the ARMC may highlight areas of weaknesses or deficiencies or identify emerging risks (if any) and instruct RIRSB to carry out an internal audit review of the corresponding business processes thereby ensuring that the internal audit function carried out are aligned to the risks faced by the Group. Hence, a risk-based approach is adopted in identifying entities and related business processes for internal audit reviews.</p> <p>The composition, summary of activities and terms of reference of the ARMC are found in the Audit and Risk Management Committee 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	:		
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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 11.2

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 Corporate Governance Overview Statement disclosed that, to the best of its knowledge, RIRSB’s internal audit personnel do not have any personal ties nor relationships or conflicts of interest with INNITY’s Board members or management staff which could impair its objectivity and independence.</p> <p>During the financial year under review, the number of RIRSB staff assigned for the internal audit review ranged from 3 to 4 per visit. This included RIRSB’s engagement partner, Mr Choo Seng Choon. Mr Choo Seng Choon has diverse professional experience in internal audit, risk management and corporate governance advisory. He is a Chartered Member of the Institute of Internal Auditors Malaysia, a Chartered Accountant of the Malaysian Institute of Accountants and a Fellow member of the Association of Chartered Certified Accountants, United Kingdom. The internal audit function has been conducted using a risk-based approach under the guidelines provided by the International Professional Practices Framework (“IPPF”), the Malaysian Financial Reporting Standards(“MFRS”) and International Financial Reporting Standards(“IFRS”).</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 12.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board values transparency and accountability to its shareholders, media personnel and investors.</p> <p>The Company reaches out to these stakeholders through timely disclosures via various public announcements, through organising virtual investor briefings upon issuance of the Annual Report during the Annual General Meeting.</p> <p>Furthermore, stakeholders are able to access relevant business and general information on the Company and Group via the Bursa Malaysia website.</p> <p>Updates on the Company's financial performance are also provided through quarterly financial reports announced via Bursa LINK.</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 12.2

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 Board is supportive of the benefits of integrated reporting. However, at the moment, the Company is not a Large Company as defined in MCGG 2021.	
		The Company will consider adopting integrated reporting if the Directors opined that benefits of the adoption outweigh the costs.	
<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 13.1

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	:	Sufficient notice is given to INNITY shareholders for this purpose. For instance, INNITY's last Annual General Meeting (14 th AGM) was held on 4 June 2021 while notice was given on 27 April 2021, more than 28 days prior to the AGM.	
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

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>All directors were in virtual attendance at the AGM held on 4 June 2021.</p> <p>Full attendance of directors is considered common courtesy as the Chairman and respective heads of the various Board Committees do have an obligation to interact with shareholders and provide meaningful response to questions addressed to them.</p> <p>During 14th AGM, The Chairman of the Board responded to the shareholders' questions which were clear, concise and meaningful.</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

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company 14th AGM was held virtually using remote participation and voting (“RPV”) facilities provided by Tricor Investor and Issuing House Services Sdn. Bhd. (“Tricor”) via its TIIH Online.</p> <p>Tricor Malaysia has implemented an IT policy and information Security policy, endpoint controls, data classification for cyber hygiene practices for the safety of its staff. In addition,, the TIIH Online is hosted in a secure cloud platform and the data center is certified by ISO27001.</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

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

Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application :	Applied
Explanation on application of the practice :	All directors were in virtual attendance at the 14 th AGM. The 14 th AGM held on 4 June 2021 was a virtual meeting. The shareholders have the option to submit questions electronically to the Board in advance before the 14 th AGM via Tricor TIIH online website or pose questions in the query box during the AGM. The questions posed from the shareholders to the Chairman of the Board was addressed and explained with clarity and objectively.
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

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

Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
Application :	Applied
Explanation on application of the practice :	<p>Shareholders who “attended” the 14th AGM were able to speak and posed questions to the Board via real time submissions typed text and vote remotely using remote participation and voting (“RPV”) facilities provided by Tricor Investor and Issuing House Services Sdn. Bhd. (“Tricor”) via its TIIH online</p> <p>A notification email or notification letter on the process and procedures to sign in the TIIH online was emailed and posted to the shareholders 28 days before the 14th AGM.</p> <p>TIIH online is a platform which allows shareholders to participate and vote remotely with live audio visual participation facilities. Shareholders questions were posed via RPV facilities. The Chairman of the Board addressed these questions accordingly during the 14th AGM.</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

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

Practice 13.6

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: Minutes of the AGM were prepared and circulated to the shareholders within 30 business days via INNITY's website at www.innity.com
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	:

**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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