



**KUALA LUMPUR KEPONG BERHAD**

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**TERMS OF REFERENCE OF  
THE AUDIT AND RISK COMMITTEE**

20 May 2024



TERMS OF REFERENCE OF THE AUDIT AND RISK COMMITTEE  
(KLKB-LCS-005)

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### **KEY FUNCTION**

To assist the Board of Directors (“Board”) to assess the risks and control environment, oversee the financial reporting process, review and monitor risk management framework and policies, evaluate the internal and external audit process, and review any conflict of interest (“COI”) or potential COI situations, as well as related party transactions.

#### **1. Membership**

- 1.1 The Committee shall be appointed by the Board, on the recommendation of the Nomination Committee, and its composition shall fulfil the following requirements:
  - (a) the Committee shall comprise no fewer than three (3) members;
  - (b) all the Committee members shall be Non-Executive Directors and financially literate, with a majority of them being Independent Directors; and
  - (c) at least one (1) member of the Committee:
    - (i) must be a member of the Malaysian Institute of Accountants; or
    - (ii) if not a member of the Malaysian Institute of Accounts, must have at least three (3) years’ working experience and:
      - (aa) must have passed the examinations specified in Part 1 of the 1<sup>st</sup> Schedule of the Accountants Act 1967; or
      - (bb) must be a member of one of the associations of accountants specified in Part II of the 1<sup>st</sup> Schedule of the Accountants Act 1967; or
    - (iii) fulfills such other requirements as prescribed or approved by Bursa Malaysia Securities Berhad.
- 1.2 An alternate Director shall not be appointed as a member of the Committee.
- 1.3 No former partner from a professional firm of external auditors, that has audited the Company, shall be appointed as a member of the Committee before observing a cooling-off period of at least three (3) years from the date of the relevant last audit. This applies to all former partners of the audit firm and/or the affiliate firm (including those providing advisory services, tax consulting etc.).
- 1.4 If a member of the Committee resigns, dies or for any reason ceases to be a member which results in the number of members falling to below three (3), the Board shall, within three (3) months of that vacancy, appoint such number of new members as to restore the Committee size to at least three (3) members.



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- 1.5 The term of office and performance of the Committee and each of its members shall be reviewed annually by the Nomination Committee.

## **2. Chairman**

- 2.1 The members of the Committee shall elect a Chairman from amongst themselves, who shall be an Independent Director, and recommend the same to the Board for approval. In the absence of the Chairman of the Committee, the members present shall nominate one amongst themselves, who shall be an Independent Director, to act as the Chairman of the meeting.
- 2.2 If the Chairman of the Committee resigns, dies or for any reason ceases to be the Chairman, the members of the Committee shall, within three (3) months of that vacancy, elect a new Chairman from amongst themselves.
- 2.3 The Chairman of the Committee shall report on each meeting to the Board.

## **3. Secretary**

- 3.1 The Company Secretary or a Joint Company Secretary shall act as Secretary of the Committee.
- 3.2 The Secretary shall record all proceedings and minutes of the Committee's meetings which shall be kept and circulated to all members of the Committee and of the Board.

## **4. Quorum and Casting Vote**

- 4.1 The quorum for a meeting of the Committee shall be two (2) Provided Always that the majority of members present must be Independent Directors.
- 4.2 Questions arising at any meeting shall be decided by a majority vote, each member having one vote and in the event of a tie, the Chairman of the Committee shall have a second or casting vote. However, at meetings where two (2) members form a quorum, or when only two (2) members are competent to vote on an issue, the Chairman shall not have a casting vote.

## **5. Frequency of Meetings**

- 5.1 The Committee shall meet at least four (4) times a year which includes at least one (1) meeting in a financial year to deliberate on the Group's principal risks or as frequently as required to perform the duties and functions set out in the Terms of Reference.
- 5.2 The Group Chief Financial Officer and the Head of Internal Audit (or their respective equivalents by whatever name called), shall attend the meetings of the Committee. Other Board members, employees and representatives of the external auditors may attend any particular meeting upon the invitation of the Committee.



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- 5.3 The Committee shall meet the external auditors at least once during the year under review without the presence of the Management and Executive Directors.

**6. Notice of Meetings**

- 6.1 Meetings of the Committee shall be called by the Secretary of the Committee at the request of the Committee Chairman based on the scheduled meeting dates or as and when required.
- 6.2 Unless otherwise agreed by all the members of the Committee, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee no later than seven (7) days before the date of the meeting.

**7. Minutes of Meetings**

- 7.1 The Secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 7.2 The draft minutes shall be circulated promptly to all members of the Committee for approval and thereafter be circulated to all members of the Board.
- 7.3 The minutes of meeting shall be signed by the Chairman of the meeting at which the proceedings were held or by the Chairman of the next meeting.

**8. Circular Resolution**

- 8.1. A resolution in writing signed by a majority of all members of the Committee shall be valid and effectual as if it had been passed at a meeting of the Committee.
- 8.2. Such resolution shall be described as "Audit and Risk Committee Circular Resolution" and shall be recorded by the Secretary in the minutes book.
- 8.3. Any such resolution may consist of several documents in like form, each signed by one (1) or more members. The expressions "in writing" or "signed" include approval by legible confirmed transmission by email, facsimile, telegram or other forms of electronic communications.

**9. Duties and Functions**

The duties and functions of the Committee shall include the following:

**9.1 Financial Reporting**

- (a) To review and report to the Board the Group's quarterly results and year-end financial statements, prior to approval by the Board, focusing on:
- (i) changes in or implementation of accounting policies and practices;



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- (ii) significant matters highlighted including financial reporting issues, significant judgments made by Management, significant and unusual events or transactions, and how these matters are addressed;
  - (iii) significant adjustments arising from the audit;
  - (iv) the going concern assumption; and
  - (v) compliance with applicable accounting standards, legal and regulatory requirements.
- (b) To consider other matters as defined by the Board.

## 9.2 Risk Management and Internal Control

- (a) To review the Group's whistle-blowing policies and procedures for detecting fraud and ensure that there are opportunities and proper arrangements in place for an employee or third party who may wish to, in confidence, raise concerns about possible improprieties in matters of financial reporting, financial control, fraud, corruption or any other matters.
- (b) To review and assess the scope and effectiveness of the systems and processes established by the Group Risk Management Committee ("GRMC") to identify, assess, manage and monitor financial and non-financial (including but not limited to technology, environmental, social and governance) risks and opportunities; oversee execution of the processes; and ensure the systems and processes are continuously improved as the business environment changes.
- (c) To review the development, implementation, and integration of the Company's sustainability framework, initiatives and practices into its overall operations and business goals, ensuring alignment with evolving sustainability trends and feasibility within the Group's existing resources.
- (d) To oversee the conduct, and review the results, of company-wide risk assessments including the identification and reporting of critical risks.
- (e) To advise the Board on the Group's current risk exposures and future risk strategy based on its overall risk appetite and tolerance, and coordinate the activities of the various standing board committees for risk oversight.
- (f) To review reports on any material breaches of risk limits and the adequacy, timeliness and effectiveness of any corrective action taken by the GRMC in response to risk and provide timely input to the GRMC on critical risk issues.
- (g) To engage the GRMC in an ongoing risk appetite dialogue as conditions and circumstances change and new opportunities arise.
- (h) To promote a healthy risk culture and watch for dysfunctional behaviour that could undermine the effectiveness of the risk management process.



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- (i) To review the annual statement on Internal Control and Risk Management, as well as the disclosures in the Sustainability Statement to be published in the Annual Report.

### 9.3 Internal Audit

- (a) To review the adequacy of the scope, functions, competency and resources of the internal audit function and ensure that it has the necessary authority to carry out its responsibilities.
- (b) To review the internal audit programme and processes, the results of the internal audit programme and processes as well as investigations undertaken and ensure that where appropriate, action is taken on the recommendations of the internal audit function.
- (c) To review the performance appraisal of the Head of the Internal Audit Department.
- (d) To recommend to the Board for the approval of the appointment of the Head of Internal Audit.
- (e) To take note of the appointment or termination of senior staff members of the Internal Audit Department.
- (f) To take note of the resignation of the Head of Internal Audit and provide the resigning Head of Internal Audit an opportunity to submit his/her reason for resigning, if necessary.

### 9.4 External Audit

- (a) To consider and recommend to the Board on the appointment, re-appointment or removal of external auditors, and on their audit fees.

In appointing or re-appointing the Group's external auditors, the Committee shall consider amongst others:

- (i) the adequacy of the experience and resources of the accounting firm;
- (ii) the persons assigned to the audit;
- (iii) the accounting firm's audit engagements;
- (iv) the size and complexity of the Group being audited;
- (v) the number and experience of supervisory and professional staff assigned to the particular audit; and
- (vi) the information (i.e. legal and governance structures of the audit firm, measures taken to uphold audit quality and manage risks, and measurement of audit quality indicators) in the annual Transparency Report prepared by the audit firm.



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- (b) To review with the external auditors their audit plan, the nature and scope of the audit, prior to the commencement of audit and to ensure coordination when more than one (1) audit firm is involved.
  - (c) To review with the external auditors on the following and report the same to the Board:
    - (i) nature, extent and scope of non-audit services, whether recurring or non-recurring, to ensure the provision of non-audit services to the Group do not impair the external auditors' suitability, objectivity and independence;
    - (ii) audit report, including any major issues that arose during the course of the audit and subsequently been resolved and those issues that have been left unresolved;
    - (iii) external auditors' management letter and management's response thereto;
    - (iv) evaluations of the system of internal controls;
    - (v) audit approach, including coordination of audit efforts with internal audits and assistance given by the employees to the external auditors; and
    - (vi) any significant audit findings, reservations, difficulties encountered or material weaknesses reported by the external auditors.
  - (d) To review the annual performance assessment, including the suitability, objectivity and independence of the external auditors. Factors to consider include:
    - (j) seeking reassurance that the auditors and their staff have no family, financial, employment, investment or business relationship with the Group (other than in the ordinary course of business) or employment;
    - (ii) seeking from the audit firm, on an annual basis, information about policies and processes for maintaining their independence and monitoring compliance with relevant requirements, including requirements regarding rotation of audit partners and staff; and monitoring the Group's policy for employment of former employees of the external auditors.
- 9.5 To review relevant related party transactions (ie. transactions which require the Committee's approval in accordance with its Policy on Related Party Transactions) entered into by the Group, including the review and monitoring of recurrent related party transactions for which shareholders' mandate has been granted, to ensure that:
- (a) such transactions are carried out on normal commercial terms and are not prejudicial to the interest of the Company or its minority shareholders;
  - (b) adequate oversight over the internal control procedures with regard to such transactions; and
  - (c) the Company monitors compliance with its Policy on Related Party Transactions.
- 9.6 To review its Policy on Related Party Transactions from time to time.





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- 9.7 To review any COI situations that arose, persist or may arise within the Group, including any transaction, procedure or course of conduct that raises questions of management integrity. This includes reviewing of the measures taken to resolve, eliminate or mitigate such conflicts, as well as ensuring the complete disclosure in the Audit and Risk Committee Report for the Annual Report. In this regard, the review of COI shall include that of directors, key senior management and legal representative(s) of the Group.
- 9.8 To review and evaluate the adequacy and effectiveness of the Group's policies, internal controls, procedures and reporting systems for detecting, preventing and reporting inappropriate business conduct, fraud and breaches of anti-corruption laws periodically or at least once every three (3) years.
- 9.9 To review the Group's assessment of corruption risks and oversee the creation, maintenance and ongoing operation of the Group's risk mitigation strategies to ensure that the Group has established and maintained appropriate and efficient procedures to manage corruption risk.
- 9.10 To assess processes and procedures to ensure compliance with laws, rules and regulations, directives and guidelines established by the relevant regulatory bodies.
- 9.11 To carry out any other function that may be mutually agreed upon by the Committee and the Board.

## **10. Authority**

The Committee shall, in accordance with the procedure determined by the Board and at the cost of the Company, have the authority to:

- 10.1 investigate any matter within its Terms of Reference and have the resources which it needs to do so including full and unrestricted access to any information pertaining to the Group and Management, and requiring all employees of the Group to comply with requests made by the Committee.
- 10.2 have direct communication channels with the external auditors and internal auditors and also to engage the Senior Management on a continuous basis in order to be kept informed of matters affecting the Group.
- 10.3 obtain independent professional advice or other advice and invite persons with relevant experience and expertise to attend its meetings, if necessary.
- 10.4 appoint an independent party to conduct or to assist in conducting any investigation, upon the terms of appointment to be approved by the Committee.
- 10.5 convene meetings with the external auditors, the internal auditors or both, excluding the attendance of other Directors and employees of the Group, whenever deemed necessary.



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## **11. Amendments to Terms of Reference**

11.1 These Terms of Reference will be amended and modified from time to time in line with any changes in relevant legislation, codes or regulations (in so far as they are applicable to these Terms of Reference and are mandatory), and all such amendments and modifications shall be deemed incorporated without the requirement for further approvals from the Committee and the Board. The Committee and the Board shall thereafter be duly informed of such amendments and modifications.

DOCUMENT VERSION CONTROL	
Version	Date Issued/Revised
1.0	16 May 2001
2.0	20 November 2007
3.0	16 May 2016
4.0	16 May 2018
5.0	14 August 2018
6.0	7 December 2020
7.0	24 May 2022
8.0	20 May 2024

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