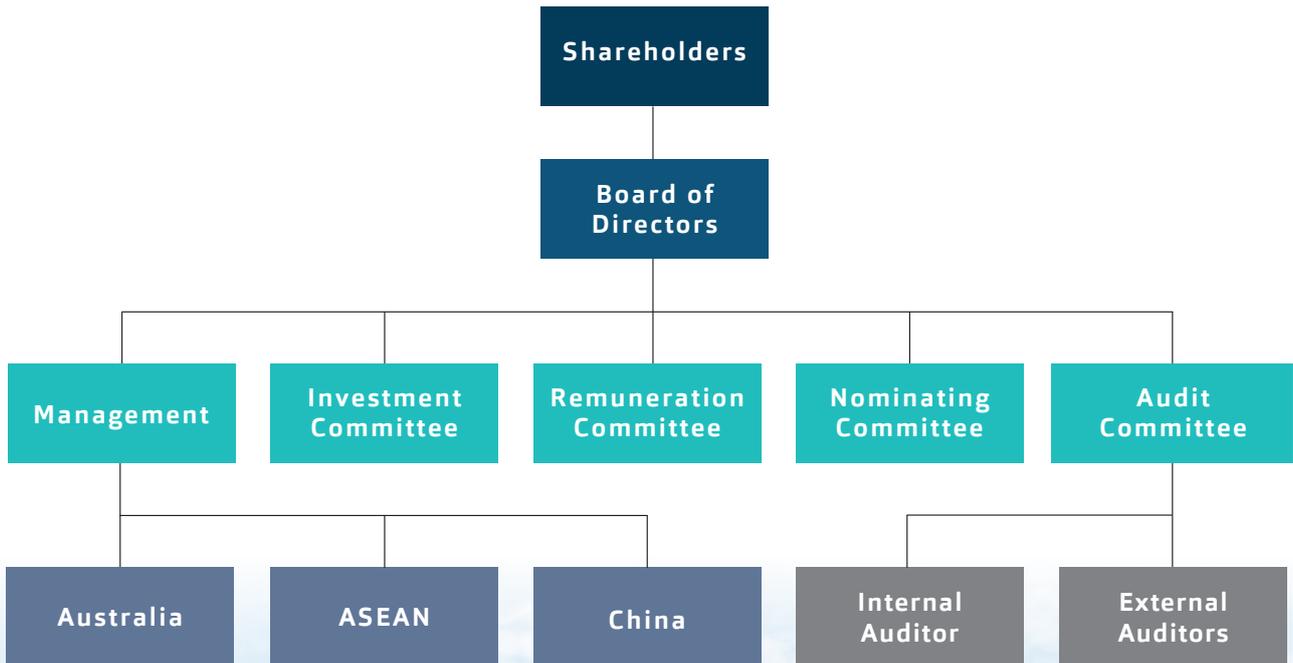




CORPORATE GOVERNANCE REPORT

CORPORATE STRUCTURE





CORPORATE GOVERNANCE REPORT

INTRODUCTION

Intraco Limited (the “Company” and together with its subsidiaries, the “Group”) is committed to ensuring and maintaining a high standard of corporate governance. It understands that it not only has to be legally compliant and socially responsible but also to deliver performance and manage shareholders’ and other stakeholder’s expectations.

The focus has been on continuing to engage and provide oversight of Management’s actions and strategic directions with the Board of Directors of the Company (the “Board”). Such Board oversights of the Company are facilitated through regular Board Committees’ meetings and guiding Management in improving internal processes, instilling business values and beliefs with the support of the Board and respective Board Committees. The Board is committed to adopting the best practices in ensuring the spirit of Corporate Governance while carrying out its duties and responsibilities under the framework and rules of Board’s operating processes, policies and guidelines.

In keeping with its commitment to a high standard of corporate governance, the Board and Management endeavour to align the Company’s governance framework with the principles and provisions of the Code of Corporate Governance 2018 (the “Code”).

This report describes the corporate governance framework and practices of the Company with specific reference to each principle as set out in the Code. For the financial year ended 31 December 2020 (“FY2020”). The Board is pleased to report that the Company has complied in all material aspects with the Code. Where there are deviations from any of the guidelines of the Code, an explanation has been provided within this report.

BOARD MATTERS

THE BOARD’S CONDUCT OF AFFAIRS

PRINCIPLE 1: *The company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the company.*

Provision 1.1 – Role of the Board

Provision 1.3 – Board Approval

The Board assumes responsibility for stewardship of the Group and is primarily responsible for the protection and enhancement of long-term value and returns for the shareholders. It has oversight responsibility over the management of the business and affairs of the Group. The Board also sets the tone for the Group where ethics and values are concerned.

Apart from its statutory responsibilities, the Board also:

1. provides entrepreneurial leadership and guidance on the overall strategic direction, oversees the proper conduct of the business, performance and affairs of the Group and ensures that the necessary financial, human and operational resources are in place for the Group to meet its objectives;
2. sets objective performance criteria to evaluate the Board, individual Directors and Board Committees’ performance and succession planning process;

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3. reviews the adequacy and effectiveness of the Group's risk management and internal controls framework including financial, operational, compliance and information technology controls and establishing risk appetite and parameters to safeguard shareholders' interests and the Group's assets;
4. reviews and approves key operational and business initiatives, major funding proposals and other corporate actions, significant investment and divestment proposals, including determining the Group's operating and financial performance, the Group's annual budgets and capital expenditure, release of the Group's half-year and full-year financial results and other strategic initiatives proposed by Management;
5. conducts strategic reviews of the Company and annual plans with Management for execution to fulfil key management performance and Company's strategic goals.
6. approves all Board appointments/re-appointments and appointment of Chief Executive Officer ("CEO") and other persons having authority and responsibility for planning, directing and controlling the activities of the Company ("Key Management Personnel" or "KMP"), evaluates their performance and approves their remuneration packages;
7. establishes broad goals and priority for Management and reviews Management's performance by monitoring the achievement of these goals;
8. approves the nominations for the Board by the Nominating Committee;
9. reviews recommendations made by the Audit Committee on the appointment, re-appointment or removal of external auditors;
10. reviews recommendations made by the Remuneration Committee and approves the remuneration packages for the Board and KMP;
11. ensures effective communication with, and transparency and accountability to key stakeholder groups;
12. sets the Company's values and standards (including ethical standards), and ensures that obligations to shareholders and other stakeholders are understood and met;
13. considers sustainability matters, e.g. environmental, health and safety and social factors, as part of its strategic formulation;
14. sets out policy and framework for promoting diversity on the Board;
15. succession planning for the Board and KMP/Management; and
16. reviews recommendations by the AC for any whistle-blowing investigations on practices and infractions of company policies, process and procedures, staffing and personnel matters, and commercial and legal compliance matters.



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The Company has established internal policies and procedures on the types of transactions/activities and financial authorisation limits that require Board approval. These include approval of annual budgets, financial statements, business strategies, and material transactions, such as acquisitions, divestments, funding and investment proposals, all commitments to term loans and lines of credit from banks and financial institutions. Below the Board level, there is appropriate delegation of authority and approval sub-limits at management level, to facilitate operational efficiency.

The Board has been working closely with Management to monitor the risks and challenges posed by the COVID-19 pandemic. During the year, the Board was promptly informed of the Company's COVID-19 business continuity plan which was implemented across the business units to ensure appropriate systems and procedures within the Group to specifically address the impact of the pandemic on business operational risks. The Board was also regularly updated on relevant legal and regulatory requirements in light of the evolving COVID-19 situation.

CODE OF BUSINESS CONDUCT AND ETHICS

All Directors aim to objectively discharge their duties and responsibilities at all times as fiduciaries in the best interests of the Group and ensure proper accountability within the Company. They understand the Group's businesses as well as their directorship duties (including their roles as executive, non-executive and independent directors).

During the year, the Board has adopted a Code of Business Conduct and Ethics as a means to guide the Directors on the areas of ethical risk, and help nurture an environment where integrity and accountability are key.

Our Code of Business Conduct and Ethics includes the following key principles:

1. Directors must avoid situations in which their own personal or business interests directly or indirectly conflict, or appear to conflict, with the interests of the Group;
2. Directors must immediately declare conflicts of interest in relation to any matter and recuse themselves from participating in any discussion and/or decision on the matter, and are expected to take necessary mitigating steps (if appropriate) to avoid the conflict;
3. Directors should inform the Secretary in writing as soon as practicable upon any appointments to the board of directors of another public or private company or principal commitments;
4. Directors are to exercise due care and maintain the confidentiality of information entrusted to them by the Company or other parties who have business dealings with the Group;
5. Directors must carry out their responsibilities in compliance with the Company's guidelines and policies, and applicable laws, rules and regulations; and
6. Directors must not trade in the securities of the Company if, at the relevant time, they are in possession of non-public materially price-sensitive or trade-sensitive information.

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Provision 1.4 – Delegation of Authority by the Board to Board Committees

To assist in the execution of its responsibilities, the Board had established four (4) Board Committees, namely the Audit Committee (“AC”), Nominating Committee (“NC”), Remuneration Committee (“RC”) and Investment Committee (“IC”), and delegated specific areas of responsibilities to these Board Committees. Each of these Board Committees functions within clearly written terms of reference (“TOR”), which have been approved by the Board.

The composition of the Board Committees for FY2020 is as follows:

Directors	AC	NC	RC	IC
Mr Colin Low	Member	–	Member	Chairman
Dr Tan Boon Wan	Chairman	Member	–	–
Mr Shabbir H Hassanbhai	Member	Chairman	Chairman	–
Mr Charlie Ng How Kiat	–	Member	Member	Member
Dr Steve Lai Mun Fook	–	–	–	Member

The Board Committees have the authority to deliberate any issue that arises in their specific areas of responsibilities within their respective TOR and report to the Board with their decisions and/or recommendations. The ultimate responsibility and authority for the decisions and actions on all matters rest with the Board.

Provision 1.5, 1.6 & 1.7 – Board Processes

The Board and Board Committees meet regularly and whenever necessary to discharge their duties. When required, the Board also sets aside time at the scheduled meetings to meet without the presence of Management. The annual schedules of Board and Board Committee meeting dates are scheduled in advance each year in consultation with the Directors to assist them in planning their attendance.

Ad-hoc meetings are convened when required to address any significant issues that may arise in-between scheduled meetings. Where physical meetings are not possible, timely communication is achieved through electronic means and circulation of written resolutions for approval. The Company’s Constitution (“Constitution”) provides that the Directors may conduct meetings by means of telephone or video conference or other methods of simultaneous communication.

All draft agendas for meetings are prepared by the Company Secretary and reviewed by the Chairman of the Board or the Chairman of the respective Board Committees. Papers and/or other information are forwarded to the Directors at least a week in advance of each meeting, enabling sufficient time for their review and consideration. Members of Management are also invited to attend the meetings to present information and/or render clarification when required.

The Board’s responsiveness has allowed Management to manage business and corporate matters effectively. Individual Directors make themselves available and accessible to Management for discussion and consultation outside the formal Board and Board Committees’ meetings.

CORPORATE GOVERNANCE REPORT

The Company places great emphasis and importance on sustainability and security of information, i.e. moving towards a digitalisation era and using a secured online portal (“portal”) to disseminate the Board and Board Committees’ papers, view the minutes of Board and Board Committees’ meetings for discussion and streamline the process of Board and Board Committees’ performance assessments (streamlining process will be found under the relevant section in this Annual Report).

Soft copies of Board and Board Committees’ papers are uploaded onto the Board digital portal which can be accessed anytime on tablet devices provided to Directors. This initiative not only reduces paper waste but also heightens information security as the papers are downloaded through an encrypted channel. A separate resource folder in the portal contains the terms of reference of all Board Committees and all operating policies of the Group for the Directors’ reference. These materials are made available on the portal for the Directors’ access at all times for reference and follow-up. This approach facilitates discussion and ease of reference.

Senior executives also make presentations on performance of the Group’s various businesses and business strategies at these meetings. These allow the Board to have a good understanding of the Group’s operations and actively engage in robust discussions with the Group’s senior executives.

Directors may request for further explanation, briefings or discussions on any aspect of the Group’s operations or business from Management. As and when required, Board members meet to exchange views outside the formal environment of Board meetings.

During the year, ad-hoc meetings of Board and Board Committees were held to deliberate and assess corporate actions/proposals, mainly:

- (a) negotiations with Dynamic Colours Limited on divestment of shares and disposal of shares in Dynamic Colours Limited;
- (b) incorporation of a new subsidiary for the provision of passive fire protection solutions, products and services;
- (c) investment into Chongqing Liangjiang Sino-Singapore Fintech RMB Equity Investment Fund; and
- (d) consideration of other potential investment opportunities.



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The above items (a) to (c) had been duly announced via the SGXNet during the year.

	Board		AC		NC		RC		IC		AGM	EGM
	Scheduled	Ad-Hoc*	Scheduled	Ad-Hoc*	Scheduled	Ad-Hoc*	Scheduled	Ad-Hoc*	Scheduled	Ad-Hoc*	Scheduled	Scheduled
No. of Meetings held in FY2020##	5	3	5	5	2	1	2	1	5	2	1	1
Name of Directors	No. of Meetings attended in FY2020											
Mr Colin Low	5	3	5	5	2#	1#	2	1	5	2	1	1
Dr Tan Boon Wan	5	3	5	5	2	1	2#	N.A	N.A	N.A	1	1
Mr Shabbir H Hassanbhai	4	3	4	5	2	1	2	1	N.A	N.A	1	1
Mr Charlie Ng How Kiat	5	3	N.A	1#	2	1	2	1	5	2	1	1
Dr Steve Lai Mun Fook	5	3	N.A	1#	N.A	N.A	1#	N.A	5	2	1	1
Mr Tony Chew Leong Chee (Alternate Director to Charlie Ng How Kiat)	3	0	N.A	N.A								
Mr Roland Ng San Tiong (Alternate Director to Dr Steve Lai Mun Fook)	0	0	N.A	N.A								

* Ad-hoc meetings were held to discuss other important and strategic matters.

Attendance by Invitation

the above did not take into account the separate private Board and Board Committees sessions without presence of Management.



CORPORATE GOVERNANCE REPORT

BUSINESS PROCESSES UNDERTAKEN BY THE BOARD



Board and Management Operating System – 2021 Business Process & Operating Mechanisms aligned

1st Quarter 2021



Board Meeting 1

Setting of Corporate Targets & Initiatives

Evaluation of Board Performance

Board Meeting 2

Review of FY2020 Results

2nd Quarter 2021



Annual General meeting Board Meeting 3

HR Talent Assessment Review

3rd Quarter 2021



Board Meeting 4

Half-Year Ops Report, Strategy Forum & Planning Session

4th Quarter 2021



Board Meeting 5

Review of 2021

Performance & Gap

Review of 2022 Budget



Board and Management Operating System – 2020 Business Process & Operating Mechanisms aligned

1st Quarter 2020



Board Meeting 1

Setting of Corporate Targets & Initiatives

Board Meeting 2

Review of FY 2019 Results

Evaluation of Board Performance

2nd Quarter 2020



Annual General meeting Board Meeting 3

HR Talent Assessment Review

3rd Quarter 2020



Board Meeting 4

Half-Year Ops Report, Strategy Forum & Planning Session

4th Quarter 2020



Board Meeting 5

Review of 2020

Performance & Gap

Review of 2021 Budget

The above sets out the timeline of Board processes during a calendar year. In order to show the complete cycle for FY2020 Report Review, the processes for the new calendar year, 2021 are also shown.

The Board will meet in January of each year to review and approve the annual budget and set financial targets for the new financial year. Key performance indicators (“KPI”) for KMPs including the CEO are also deliberated and agreed at the beginning of the year.

In February, the Board will review the Group’s full year performance and Annual Report matters including the Company’s Corporate Governance Report. The adequacy and effectiveness of internal controls of the Group will be ascertained simultaneously when reviewing risks under “Risk Management and Internal Controls” under the corporate governance report below.



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After the Company's Annual General Meeting ("AGM") in April, the Board will undertake a human resource review where discussion of KMP's succession planning will take place. This will allow the NC to set its priorities and look into the gaps concerning leadership within the Group, if any, both at KMP (including the CEO) and Board levels.

Apart from the review of the Group's half year performance, strategic and other meetings, a separate session for the Board and Management will also be organised for the Board for a more focused discussion on its strategic planning, covering both short and long-term plans. It is also an opportune time to review the progress made by the Group in comparison with its budget decided at the beginning of the year and elaborate the plans and strategies for the future. Heads of business units will be invited to participate in the session. The Board with Management will discuss the mitigation or action plans to achieve the agreed targets. In FY2020, two half-day sessions were organised on 4 and 5 Aug 2020 for the above purposes.

In November, another performance gap review will be carried out where the Board and Management will fine tune the Group's strategy going forward, according to the performance gap reviews. The budgets and operating plans for the next fiscal year are also tabled and reviewed at this board meeting.

Annually, the Board Chairman conducts a session with the senior leadership teams and Country Heads of the Company where the Company's culture, values and performance beliefs are reinforced with Key Management and Heads of Business Units at the Group level. For FY2020, the Board Chairman led a session with the senior leadership teams and Country Heads on the Group's conduct, emphasising on the Group's culture of upholding the highest standards of integrity, compliance and probity.

Access to Information

To assist the Board in fulfilling its responsibilities, Management provides the Board with reports containing complete, adequate and timely information prior to Board meetings. The Board also receives monthly reports on the financial performance of the Group, strategy implementation updates, key operational matters and updates on potential investment opportunities. Board and Board Committees papers are disseminated electronically and can be accessed via tablet devices provided to the Directors.

Information provided includes background or explanatory materials related to matters to be reviewed and matters under review by the Board, copies of disclosure documents, budgets, forecasts and internal financial statements. Any material variance between the projections and actual results in respect of budgets, is also disclosed and explained.

Minutes of all Board Committee meetings are circulated to the Board so that Directors are aware of and kept updated as to the proceedings and matters discussed during such meetings.

Access to Management and Company Secretary

The Board has separate and independent access to Management, the Company Secretary, as well as to the internal and external auditors. The Company Secretary attends all Board and Board Committees meetings and is responsible for ensuring that Board procedures are observed and that applicable rules and regulations are complied with. The Company Secretary also provides periodic updates to the Board on relevant regulatory changes affecting the Company.

The appointment and removal of the Company Secretary is a matter for the Board as a whole.



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Access to independent professional advice at the Company's expense

The Company has in place a Board endorsed procedure to enable the Directors, whether as a group or individually, to obtain independent professional advice at the Company's expense as and when necessary in furtherance of their duties. Independent advisors include legal, financial, tax, board compensation and M&A functions. The appointment of such professional advisor is subject to approval by the Board.

Provision 1.2 – Disclosure on Directors discharge of duties and responsibilities

All Directors exercise due diligence and independent judgement in dealing with the business affairs of the Group and are obliged to act in good faith and to take objective decisions in the interest of the Group. This is one of the performance criteria for self-assessment in the NC's annual evaluation on the effectiveness of the Directors.

Role of Non-Executive Directors

The Non-Executive Directors exercise objective judgement on the Group's affairs independently from Management. The Non-Executive Directors also contribute to the Board process by (monitoring and) reviewing Management's performance against goals and objectives. Their views and opinions provide alternate perspectives to the Group's business. When challenging Management's proposals or decisions, they bring independent judgement to bear on business activities and transactions involving conflicts of interest and other complexities. The challenge is conducted in a constructive and professional atmosphere to evaluate the business options and other risks associated with it adding fresh dimensions to Management's strategy for the best outcome.

Meetings without Management

The Non-Executive Directors also meet regularly during scheduled and ad-hoc meetings where required without presence of Management to facilitate more open discussions. In furtherance to such meetings, casual discussions were also carried out as and when the need arises to enable the Non-Executive Directors to discuss underlying issues of the Group. All Non-Executive Directors are resident in Singapore.

In addition, all directors are required to declare if they have a conflict of interest in any corporate transactions, and to voluntarily recuse themselves from all decisions pertaining to those transactions.

Directors to receive appropriate and relevant training

All newly-appointed Directors attend an orientation programme to familiarise themselves with the Group's business, operations and governance practices and they are also given materials containing such information. A formal letter of appointment is also provided to any newly appointed Director, setting out his duties and responsibilities.

The Group's policies and procedures are also given to the Directors to enable them to gain a clear understanding on the levels of authority in relation to transactions. In addition, Directors are provided with the contact numbers and email addresses of fellow Directors, key executives, the Company Secretary and Auditors to facilitate efficient and direct access.

To keep pace with a fast-changing regulatory environment, the Board is kept informed of any relevant changes to legislation and regulatory requirements. Directors and Management also attend courses to keep abreast of changes in the law and governance matters that may affect the Group.



CORPORATE GOVERNANCE REPORT

The Board values ongoing professional development and recognises that it is important that all Directors receive regular training so as to be able to serve effectively on, and contribute to the Board. The Company has a budget for Directors to receive further relevant training of their choice in connection with their duties as Directors.

As part of the Board continuing professional development, the Directors had received more than 147 training hours in aggregate through attending various training seminars, courses, conferences and workshops during the year. The Company maintains a register of training to keep track of the training and development hours spent by Directors. The Company is a corporate member of the Singapore Institute of Directors ("SID").

During the year, the Directors attended professional development programmes organised by SID in collaboration with ACRA and SGX as follows:

- ACRA-SGX-SID Audit Committee Seminar 2020
- SID Annual Corporate Governance Roundup 2020
- COVID-19: Embedding Resilience Webinar – Board Leadership
- COVID-19: Embedding Resilience Webinar – Navigating Liquidity
- The Approaching Storm – Know Your Corporate Sea-Worthiness
- Into the Storm – Minimise and Repair the Damage
- Global Virtual Roundtable 1: The Future of Company Boards
- Reframing the Future – Now, Next and Beyond (Achieving Supply Chain Resilience for Boards)
- Reframing the Future – Now, Next and Beyond (How to Build a Bridge from Now to Next and Beyond)
- Impact of International Tax Rules Changes
- Reviewing Financial Statements and Selecting Auditors
- SID Virtual Conference 2020
- Emerging Stronger: The Roles of the Board Director Conference
- CTP 6 – Imagining the Unimaginable (Scenario Planning)

In addition, articles, press releases, reports issued by SGX and ACRA which are relevant to the Group's business and compliance obligation are circulated to the Board. The external auditors, KPMG LLP, routinely update the AC on new and revised financial reporting standards applicable to the Company.

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The Directors are engaging and committed to their roles. Budget is available each year to allow Directors to make claim on the relevant training/courses that they had attended.

No new Director was appointed during the year under review.

BOARD COMPOSITION AND GUIDANCE

PRINCIPLE 2: *The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the company.*

Provision 2.1, 2.2 & 2.3 – Board Composition and Independence of Directors

The Board comprises five (5) Non-Executive Directors, three (3) of whom (including the Chairman) are independent and two (2) Alternate Directors. More than half of the Board is made up of Independent Directors which is in compliance with the Code. The composition of the Board is as follows:

Mr Colin Low	Chairman and Independent Director
Dr Tan Boon Wan	Independent Director
Mr Shabbir H Hassanbhai	Independent Director
Mr Charlie Ng How Kiat	Non-Executive Director
Dr Steve Lai Mun Fook	Non-Executive Director
Mr Tony Chew Leong Chee	Alternate Director to Mr Charlie Ng How Kiat
Mr Roland Ng San Tiong	Alternate Director to Dr Steve Lai Mun Fook

The Company is represented by its Directors, CEO and CFO on the Boards of its subsidiary, joint-venture and associated companies.

The Non-Executive Director, Dr Steve Lai as Chairman and Mr Charlie Ng together with the CEO represent the Company on the Board of K.A. Group Holdings Pte. Ltd. to provide guidance and drive growth in the region and internationally. The Company owns 90% shareholding of K. A. Group Holdings Pte. Ltd.

Mr Shabbir H Hassanbhai, the Independent and Non-Executive Director represented the Company as a Nominee Director in Dynamic Colours Limited (“DCL”), of which the Company held a 41.27% shareholding providing oversight and governance on its investment until DCL delisted in August 2020.

The CEO and CFO represented the Company on the Board of its joint-venture Company, Tat Hong Intraco Pte. Ltd. for the pro-active management of its investment.

Nominee Director Policy

The representatives on the Group’s subsidiary, joint-venture and associated companies are also guided by its in-house nominee director policy where the responsibilities and the duties of the nominee directors are stated clearly therein, notwithstanding that they each owe a fiduciary duty to act in the best interests of the company whose Board they served on, have to:

- serve as a conduit for relaying the views of the Company;
- provide oversights which are consistent with the strategies and goals of the Company;

CORPORATE GOVERNANCE REPORT

- communicate regularly to the Company on the operations, subject to regulatory restrictions; and
- apart from familiarising themselves with the business operations and applicable regulations and constitution of the Company and the company on whose board they sit on, they are expected to be familiar with, where applicable, the Company’s policies and procedures (including, inter alia, its enterprise risk management framework).

Independence of Director

The NC reviews annually the independence of each Director taking into account the existence of relationships or circumstances, including those provided in the Code. Each Independent Director is required to complete a Confirmation of Independence form based on Principle 2 of the Code for the NC’s review and recommendation to the Board.

Taking into consideration the foregoing, the NC has determined Mr Colin Low, Dr Tan Boon Wan and Mr Shabbir H Hassanbhai, (who are the majority of the Board) to be independent. Each of these Directors has also confirmed their independence. Dr Steve Lai Mun Fook and Mr Charlie Ng How Kiat are not independent by virtue of them representing the interests of their 5% shareholders (as defined under the Code) of the Company.

The Board concurred with the views of the NC. Each of the Directors abstained from the deliberation of his own independence.

The Code stipulates that the independence of any Director who has served on the Board beyond nine years from the date of his first appointment should be subject to particularly rigorous review. The NC noted that none of the Independent Directors, save for, Dr Tan, has served on the Board beyond nine years from the date of his first appointment.

The dates of initial appointment and last re-election of each Director are set out below:

Name of Director	Position	Date of Initial Appointment	Date of last Re-appointment/Re-election
Mr Colin Low	Chairman and Independent Director	1 March 2014	18 April 2019
Dr Tan Boon Wan	Independent Director	5 October 2004	18 April 2019
Mr Shabbir H Hassanbhai	Independent Director	16 August 2013	12 April 2018
Mr Charlie Ng How Kiat	Non-Executive Director	22 November 2012	24 June 2020
Dr Steve Lai Mun Fook	Non-Executive Director	28 April 2015	24 June 2020

The NC is of the view that in assessing the independence of any Independent Director, one should consider the substance of their professionalism, integrity and objectivity and not merely based on the number of years which they have served on the Board. The rationale for the continuation to serve as an Independent Director is that he/she over time has developed significant insights of the Group’s business and operations and can significantly continue to provide noteworthy and valuable contributions to the Board.

The NC noted Dr Tan’s long and commendable role on the Board as an Independent Director and as Chairman of the AC and Member of the NC in discharging his duties professionally, ethically and with integrity.



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The NC also established that Dr Tan is independent of Management and free from any business or other relationship, which could interfere with the exercise of independent judgement or the ability to act in the best interest of the Company and the following factors were evaluated for this purpose:

- a. he is not an executive director of the Company or any related corporation of the Company;
- b. he is not a 5% shareholder of the Company;
- c. he is not a family member of any executive director, officer or 5% shareholder of the Company;
- d. he is not acting as a nominee or representative of any executive director or 5% shareholder of the Company;
- e. he provides and enhances the necessary independence and objectivity of the Board;
- f. he helps to ensure effective checks and balances on the Board;
- g. he helps to mitigate any possible conflict of interests between the policy-making process and the day-to-day management of the Company;
- h. he constructively challenges and contributes to the development of business strategy of the Company; and
- i. he helps to ensure that adequate systems and controls are in place to safeguard the interests of the Company.

The NC having considered the above and rigorously reviewed whether (i) there are relationships or circumstances which are likely to affect, or could appear to affect the judgement and the independence of Dr Tan, and (ii) has noted Dr Tan's active participation in debating, questioning and evaluating proposals by Management and/or actions to be taken, has determined that Dr Tan has continually demonstrated strong independence in character and judgement over the years and there are no relationships or circumstances which affect or are likely to affect his judgement and ability in discharging his duties and responsibilities as an Independent Director. His presence as an Independent Board member will ensure effective oversight on (i) compliance and, (ii) good corporate governance.

Accordingly, the NC recommends to the Board that he continues to be considered independent, notwithstanding he has served on the Board for more than nine years from the date of his first appointment. Dr Tan, being a NC member, abstained from any discussion and voting on the matter.

The Board is in concurrence with the NC's assessment that Dr Tan has maintained a high standard of conduct, care and duty and has observed the ethical standards and independence.

The NC and Board are aware that with effect from 1 January 2022, Rule 210(5)(d)(iii) of Listing Rules requires re-election of an independent director who has been a director on the Board for an aggregate period of nine years to be approved in separate resolutions by (i) all shareholders and (ii) all shareholders excluding shareholders who are also the associates of the Directors or the CEO (and their associates). The Company will be tabling the independence of Dr Tan pursuant to the Listing Rule 210(5)(d)(iii) at the forthcoming Company's Annual General Meeting ("AGM").

The Company has a focused board renewal strategy to progressively bring in diversity of skillsets, views and backgrounds in alignment with the growth of the Group. One-third of the Company's directors retires and seeks re-election at every AGM. For the current year, Mr Colin Low and Mr Shabbir H Hassanbhai, who are due for retirement at the forthcoming AGM, have decided not to seek re-election to enable new directors to bring on new perspectives and enable new milestones for growth. Dr Tan will be subject to retirement under the one-third provision of the Company's Constitution next year. The Board and NC are cognisant of bringing on diversity of skillsets and background, and will go through the due process of reviewing Dr Tan's independence and re-appointment next year and at the same time, due consideration will be given to Board diversity when new Directors are appointed.

Provision 2.4 – Board to determine its appropriate size and Board Diversity

The NC reviews the size and composition of the Board to ensure that the size of the Board is conducive for effective discussions and decision-making and that the Board has the appropriate mix of expertise and experience as well as an appropriate balance of Independent Directors. The NC, with the concurrence of the Board, considers its current board size appropriate for effective decision-making, taking into account the scope and nature of the Group's operations.

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Board Diversity

The Board has put in place a Board Diversity Policy which recognises that a diverse Board will enhance decision making process by utilising a variety in skills, industry and business experience, gender, age and other distinguishing qualities of the members of the Board. In accordance with the Board Diversity Policy, the NC shall strive for the inclusion of diverse groups and viewpoints. The final decision on selection of directors will be based on merit against the objective criteria set and after giving due regard for the benefits of diversity on the Board. The NC has reservations on setting a quota as a target as it may detract from the more fundamental principle that the candidate must be of right fit and meet the relevant needs and vision of the Company.

Diversity will be considered in determining the optimum composition of the Board as a whole. The Board believes that board diversity is more than just about gender diversity and embraces other factors such as a need for individuals from all backgrounds, skill-sets, life experiences, abilities and beliefs for better Board performance.

The Board is made up of a team of high calibre leaders whose diverse expertise and experience in accounting & finance, strategic planning, human resource management, business and management, legal and regulatory, industry knowledge combined provides core competencies necessary to lead and govern the Group effectively. The Directors' objective judgement, collective experience and knowledge are invaluable to the Group and allow for the useful exchange of ideas and views.

The Board, supported by the NC, on an annual basis, also reviews the Board's diversity, covering aspects ranging from skills, experience, background, gender, age, ethnicity and culture, tenure of service, independence and other competencies and is of the view that the Board provides an appropriate balance and diversity of skills, experience, background, age and knowledge. As such, the Board is of the view that there is diversity in its composition.

During the year, there was no new director appointed and the current Board size is appropriate for effective decision making, taking into account the scope of the Group's businesses and operation. If there is a need for Board renewal or adding in new member, the Board will abide by the Board Diversity Policy in its search of the new director candidate.

CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

PRINCIPLE 3: *There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.*

Provision 3.1 – Chairman and Chief Executive Officer (“CEO”) should be separate persons

The positions of the Chairman and CEO are separate to ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making.

Mr Colin Low, an Independent Director, was appointed as the Chairman of the Board on 28 April 2015 and Mr Nicholas Yoong was appointed as the CEO on 1 July 2017. The Chairman and the CEO are not related. The Board has put in place the terms of reference of Chairman and CEO which set out clearly their respective duties. The Chairman and the CEO jointly oversee the observance of high standards in corporate governance and compliance with the Code.



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Provision 3.2 – Roles of Chairman and CEO

The Chairman presides over the business of the Board and monitors the translation of the Board's decisions and directions into executive action. In addition, the Chairman provides close oversight, guidance, advice and leadership to the CEO and senior management. The Chairman also plays a crucial role in fostering constructive dialogue between shareholders, the Board and Management at the Company's AGM. The Chairman leads the Company's drive to achieve and maintain a high standard of corporate governance with the full support of the Board, Management and Company Secretary.

The Chairman acts independently in the best interest of the Company and its shareholders. The Chairman helps ensure that there is mentorship, unity of purpose within the Board and that the Board engages in productive discussions on all critical strategic, business, financial and planning matters.

The Chairman leads the Board and ensures the effectiveness on all aspects of its role. His responsibilities include, inter alia:

1. constructively determining and approving, with the full Board, the Company's strategic direction;
2. ensuring that the Board is properly organised, functioning effectively and meeting its obligations and responsibilities;
3. setting the agenda and ensuring adequate time is available for discussion of all agenda items, in particular, strategic matters;
4. ensuring that Directors receive complete, adequate and timely information;
5. fostering effective communication and constructive relations amongst the Directors, within Board Committees, between shareholders, between the Directors and Management;
6. encouraging the constructive exchange of views within the Board and between Board members and Management;
7. facilitating the effective contribution of Non-Executive Directors and Independent Directors;
8. promoting a culture of openness and debate at the Board level and promoting high standards of corporate governance; and
9. establishing a relationship of trust with the CEO.

The CEO leads the Management and ensures the development and execution of the Company's long-term strategy and plans:

1. day-to-day running of the Group's business in accordance with the business plans and within approved budgets;
2. meeting or communicating with the Chairman on a regular basis to review key developments, issues, opportunities and concerns;

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3. developing and proposing the Group's strategies and policies for the Board's consideration;
4. implementing the strategies and policies approved;
5. maintaining regular dialogue with the Chairman and Chairmen of the Board Committees on important and strategic matters facing the Group;
6. providing timely reports, information, proposals and decisions for the Board to fulfil its duties;
7. ensuring the Board is alerted to forthcoming complex, contentious or sensitive matters affecting the Group of which they might otherwise not be aware; and
8. overseeing the affairs of the Group in accordance with the policies, practices, procedures and values adopted by the Board. Promote and instill in the entire Leadership Team the highest standards of integrity, probity and corporate governance within the Group.

Provision 3.3 – Lead Independent Director

Given that the independence of the Chairman and the strong independence element on the Board to enable the exercise of independent and objective judgement on the corporate affairs of the Group, the Board is of the view that there are adequate safeguards and checks in place to ensure that the process of decision-making by the Board is based on collective decision of the Directors, without any concentration of power or influence residing in any individual. In view thereof, there is no need for the Company to have a lead independent director.

BOARD MEMBERSHIP

PRINCIPLE 4: *The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.*

Provision 4.1 & 4.2 – Composition and Role of Nominating Committee (“NC”)

The NC comprises the following members, two of whom (including the Chairman) are Independent Directors:

Mr Shabbir H Hassanbhai (Chairman)
Dr Tan Boon Wan
Mr Charlie Ng How Kiat

For the year under review, the NC held three meetings and the NC Chairman reports formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.

The NC performs the following functions as provided in its TOR:

1. identifying candidates and reviewing all nominations for the appointment or re-appointment of Directors (including Alternate Directors), the CEO of the Group, and determining the selection criteria;
2. reviewing the independence of each Independent Director annually;



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3. deciding whether a Director is able to and has been adequately carrying out his duties as Director of the Company, particularly where the Director has multiple board representations;
4. reviewing the Board structure, size and composition and making recommendations to the Board with regard to any adjustments that are deemed necessary;
5. reviewing Board succession plans for Directors, in particular, the Chairman, the CEO and KMPs;
6. determining how the Board and Board Committees' performance may be evaluated and proposing objective performance criteria for the Board's approval;
7. reviewing the training and professional development programmes for the Board;
8. reviewing the Board structure, size and composition and balance and making recommendations to the Board; and
9. the re-election of Director(s) by shareholders under the "retirement by rotation" provisions in the Company's Constitution having due regards to the composition and progressive renewal of the Board, and the competency, performance and contribution of the Director including his attendance, preparedness and participation at Board and its Board Committees meetings. A Director's time and effort accorded to the Company's business and affairs will also be considered. Where appropriate, the NC will also consider the Director's independence.

Summary of activities carried out by the NC during the year includes:

- i) Reviewed the succession planning of the Board and KMPs during the year. For the latter, the NC ensures that there is contingency leadership put in place
- ii) Reviewed its terms of reference to be in line to the Code
- iii) Reviewed and recommended nomination for re-appointment of Directors

The Company's Constitution requires all Directors to submit themselves for re-nomination and re-election at least once every 3 years; and at least one-third of the Directors for the time being to retire from office by rotation. New Directors appointed during the year are subject to retirement and re-election at the following AGM of the Company.

Mr Colin Low and Mr Shabbir H Hassanbhai will retire by rotation pursuant to Regulation 115 of the Company's Constitution at the forthcoming AGM of the Company and though eligible, have notified the Board that they will not be seeking re-election to facilitate Board renewal in line with good governance practice. Accordingly, the retiring Directors will be stepping down as Directors of the Company at the conclusion of the forthcoming AGM.

The Board and the NC are currently in the process of reviewing the Board's composition and filling up the memberships of the Board committees to ensure compliance with the Code and relevant SGX-ST Listing Rules, including but not limited to meeting the minimum requirement of (i) Principle 2 (Guideline 2.2 & 2.3)

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of the Code which provides that independent directors should make up a majority of the Board where the Chairman is not independent and non-executive directors to make up a majority of the Board; (ii) Principle 4 (Guideline 4.2) and Principle 6 (Guideline 6.2) of the Code which provides that the Nominating Committee and Remuneration Committee should each comprise at least three directors, the majority of whom are independent; (iii) Rule 210(5)(c) of the SGX-ST Listing Rules that independent directors to comprise at least one-third of the Board; and (iv) Rule 704(8) to fill the vacancies in the AC to meet the requirement of a minimum number of not less than three members within two months, and in any case not later than three months.

iv) Provision 4.4 – NC’s Determination of Independent Director’s Independence

The NC is charged with determining the independence of the directors as set out under Provision 2.1 above as well as the relationships or circumstances which would deem a director not to be independent. The NC also reviewed the independence of Dr Tan who has served on the Board beyond nine years and recommended Dr Tan’s independence be tabled for shareholders’ approval pursuant to SGX-ST Listing Rule 210(5)(d)(iii).

v) Provision 4.5 – Board Representations

Where a Director has multiple Board representations, the NC will determine if the Director has been able to devote sufficient time and attention to the Company’s affairs and if he has been adequately carrying out his duties as a Director. The recommendation of the NC for the nomination of a Director for re-election is then made to the Board. The Board will review this recommendation.

The NC is of the view that the number of directorships a Director can hold and his principal commitments should not be prescriptive as the time commitment for each board membership will vary. The NC also takes into account both the results of the assessment of the effectiveness of the individual Directors and their actual conduct during Board and Board Committee meetings and ad-hoc discussions and considers the number of listed company board representations which each Director holds on an annual basis or from time to time when the need arises. In this respect, the NC believes that it would not be necessary to prescribe a maximum number of listed company board representations a Director may hold. The Board affirms and supports this view.

During the year, the NC had reviewed the assessment of the individual Director and the directorships and principal commitments disclosed by each Director and was of the view that the existing directorships and principal commitments of the respective Directors have not impinged on their abilities to discharge their duties. The Board concurred with the NC.



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The table below shows the disclosure of directorships and chairmanships held over the preceding three years in other listed companies as well as other principal commitments of each respective Director (including the Alternate Directors):

Name of Director	Past Directorships in other listed companies and principal commitments over the preceding three years	Present Directorships in other listed companies and principal commitments
Mr Colin Low	Principal Commitments – Cancer Treatment Centres of America (USA) Singapore Investment Development Corporation Pte. Ltd.	Principal Commitments – AET-Tankers Sdn Bhd AET-Tankers Pte Ltd. Kacific Broadband Satellites Group Ltd. Insead University – South East Asia Council
Dr Tan Boon Wan	Listed – Hotung Investment Holdings Ltd.	Nil
Mr Shabbir H Hassanbhai	Listed – Dynamic Colours Limited (de-listed on 18 August 2020) Principal Commitment – Hakimuddin & Sons Pte Ltd	Listed – Gateway Distriparks Limited, India Snowman Logistics Limited, India Principal Commitments – Indo Straits Trading Co Pte Ltd Hassanbhai Realty Pte Ltd Zee Chin & Co Pte Ltd
Mr Charlie Ng How Kiat	Nil	Principal Commitments – Asia Resource Corporation Pte Ltd Macondray Holdings Pte Ltd Alliance Asia Holdings Pte Ltd
Dr Steve Lai Mun Fook	Nil	Listed – Yongmao Holdings Limited
Mr Tony Chew Leong Chee	Nil	Principal Commitments – Asia Resource Corporation Pte. Ltd. Resource Pacific Holdings Pte. Ltd.
Mr Roland Ng San Tiong	Listed – Tat Hong Holdings Ltd (de-listed on 20 July 2018)	Listed – Yongmao Holdings Limited Principal Commitments – Tat Hong Holdings Ltd Chwee Cheng & Sons Pte Ltd Tat Hong Investments Pte Ltd Tat Hong Equipment (China) Pte. Ltd. TH Investments Pte Ltd TH60 Investments Pte Ltd Tat Hong Belt Road Pte. Ltd. THSC Investments Pte Ltd

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- vi) Assessing the effectiveness of the Board, Board Committees and individual directors as described under Provisions 5.1 and 5.2 below.
- vii) Reviewed the Board Diversity Policy as set out in Provision 2.4.
- viii) Reviewed the succession planning of the Board and KMPs within the Group.

Alternate Directors

The Companies Act defines a “director” to include alternate director and an alternate director is therefore a full director under the law. An alternate director owes the same fiduciary duties as a full director and is subject to the same liabilities to the Company. The Company’s Constitution provides for the terms of appointment of alternate directors.

There are currently two alternate directors appointed to the Non-Executive Directors of the Board, namely Mr Tony Chew (alternate to Mr Charlie Ng) and Mr Roland Ng (alternate to Dr Steve Lai). Both the alternate directors are accomplished entrepreneurs and they play an active role in providing valuable guidance to the Board. The alternate directors are encouraged to attend the Board meetings, notwithstanding the attendance or presence of their respective principal director.

Provision 4.3 – Procedure for Selection and Appointment of New Directors

The NC recognises succession planning as an important part of the governance process and reviews succession plans annually to ensure that Board membership is refreshed progressively and in an orderly manner. The NC had put in place a formal process for shortlisting, evaluating and nominating candidates for appointment as new Directors. There was no appointment of new Director in FY2020.

The NC, in consultation with Management and the Board, determines the qualifications and expertise required or expected of a new Board member taking into account the current Board size, structure, composition, diversity of skill, competencies and gender, and progressive renewal of the Board. Prospective candidates are sourced through recommendations from Board members, business associates, advisors, professional bodies and other industry players. These candidates are then reviewed by the NC. The criteria for assessing the suitability of any nominee or candidate are determined by the NC.

The NC, in evaluating the suitability of the nominee or candidate, will take into account his/her qualifications, business and related experience and ability to contribute effectively to the Board. The NC will also determine if the nominee or candidate would be able to commit time to his/her appointment having regard to his/her other Board appointments and principal commitments, and his/her independence.

The evaluation process will also involve an interview or meeting with the nominee or candidate. Appropriate background and confidential searches will also be made. Recommendations of the NC are then put to the Board for consideration. Any appointment to Board Committees is reviewed and approved at the same time.

The Company may appoint professional search firms and recruitment consultants to assist in the selection and evaluation process if the appointment involves specific skill sets or industry specialisation.



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Key Information on Directors

The profiles of the directors are set out on pages 11 to 15 of this Annual Report.

Please refer to Provision 4.5 on page 63 for the information on the directorships or chairmanships held over the preceding three years in other listed companies as well as other principal commitments of each respective Director.

BOARD PERFORMANCE

PRINCIPLE 5: *The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committee and individual directors.*

Provision 5.1 & 5.2 – Assessing the effectiveness of the Board, Board Committees, Individual Director

The Board has established a set of criteria for evaluating the effectiveness of the Board and Board Committees, as well as each individual Director.

The NC has in place an annual Board Performance Evaluation exercise to evaluate the effectiveness of the Board and facilitate discussion to enable Directors to discharge their duties more effectively. The evaluations are carried out by means of a questionnaire being completed by each Director. The results of the completed questionnaires are collated and the findings are analysed and discussed by the NC, with comparatives from the previous year's results and reported to the Board.

Since FY2019, Directors participated in the evaluation through a secured online portal, providing more efficiency and convenience as the portal can be accessible anytime. The portal allows the viewing, editing and submission online thus eliminating the need for physical forms to be returned to the Company Secretary for the collation of results. It also ensures accuracy during results extraction and collation by reducing human error.

The availability of the performance evaluation results promptly allows the swift identification of issues and matters that may require the Board's attention and development of action plans to resolve these issues.

The Board performance evaluation exercise in digital format, provides an opportunity to obtain constructive feedback from each Director on whether the Board's procedures and processes had allowed him to discharge his duties effectively. The results of the respective Board Committees and the Board are comprehensively documented and shared digitally amongst the Board Directors upon review by the NC. Directors are encouraged to propose board changes to enhance effectiveness as a whole whilst at the same time, enhancing corporate governance practices.

Board Evaluation Criteria

The Board evaluation questionnaire takes into consideration qualitative factors such as Board composition, information flow to the Board, Board process, Board accountability, matters concerning CEO and top management and standards of conduct of Board members. The NC would review the need to set quantitative or qualitative targets for future performance criteria as appropriate.

The performance criteria will not be changed from year to year unless circumstances deem it necessary for any of the criteria to be changed, for example to align with changes to the 2018 Code and the onus should be on the entire Board to justify the decision.

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Board Committees and Individual Director Evaluation

The NC also has an annual performance evaluation exercise for each of the Board Committees. The performance evaluations of the AC, NC, RC and IC are similarly carried out with questionnaires. The results are collated and the findings are analysed and discussed by the NC, with comparatives from the previous year's results, and reported to the Board. The Board Committees performance evaluation questionnaires take into consideration the extent of how effectively each respective committee has carried out its duties and responsibilities.

The scope of evaluation covers the size, composition, trainings and resources, processes of the Board Committees and their access to information and reference to guidelines as set out in the SID's Board Committees Guide.

Individual Director assessment is also conducted whereby each Director is evaluated on his contributions to the proper guidance, diligent oversight and able leadership, and the support that he lends to Management in steering the Group.

The results of the Board, Board Committees and Individual Director evaluation are compiled by the Company Secretary and given to the NC. In discussing the results of the performance evaluations for FY2020, the Board and Board Committee members were able to identify areas for improving their effectiveness.

The NC was generally satisfied with the FY2020 Board and Board Committees' performance evaluation results. No significant problems were identified. Board members had been engaged in more discussions and the NC together with the Board Chairman concurred that the Board had made good progress during the year. The NC had recommended that the respective Board Committee work with Management on the findings where they relate to their areas of responsibility. The NC will continue to review the evaluation process from time to time. The Board concurred with the NC's recommendation.

The assessment of CEO's performance is undertaken by the NC and the results are reviewed comprehensively by the Board. Feedback is also provided to the CEO by the NC Chairman and the NC which will also report the same to the Board.

The NC also keeps track of the development of other KMPs. In doing so, the NC is kept updated of the 360 degree feedback exercise which the Company's human resource conducts annually. The exercise helps to identify the KMP areas of talent development and areas that could be strengthened.

REMUNERATION MATTERS

PRINCIPLE 6: *There should be a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration packages of individual directors. No director should be involved in deciding his own remuneration.*

Provision 6.1 & 6.2 – Composition and Role of the Remuneration Committee ("RC")

The RC comprises the following members, two of whom (including the Chairman) are Independent Directors:

Mr Shabbir H Hassanbhai (Chairman)

Mr Colin Low

Mr Charlie Ng How Kiat



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For the year under review, the RC held three meetings and the RC Chairman reported formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities. Where required, the RC also sets aside time to meet without the presence of Management at RC meeting to discuss matters such as the remuneration of KMP.

The TOR of the RC include:

1. recommending Non-Executive Directors' fees, Executive Directors' (if any) and the CEO's remuneration to the Board in accordance with the approved remuneration policies and processes of the Company;
2. reviewing service contracts for the Executive Directors, CEO and KMP to keep in line with the guidelines on contractual provisions set out in the Code;
3. looking into service contract provisions that allow the Group to reclaim incentive components of remuneration from the CEO, Executive Directors and KMP in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Group;
4. reviewing the remunerations of the top 5 KMP (who are not Directors) in accordance with the approved remuneration policies and processes of the Company;
5. reviewing the eligibility of the CEO, Executive Directors and KMP for benefits under any long-term incentive schemes;
6. administering the INTRACO Employee Share Option Scheme (the "2013 Scheme") and any other share option scheme or share plan established from time to time for the Directors and KMP. More information on the 2013 Scheme is set out in the Directors' Statement on pages 88 to 91;
7. reviewing the remuneration packages of employees who are related to any Director, substantial shareholder or the CEO (or executive of equivalent rank); and
8. ensuring that an appropriate proportion of the remuneration of Executive Directors and KMP are structured so as to link rewards to corporate and individual performance.

In FY2020, the RC reviewed its terms of reference and no changes were proposed as it is in line with the Code.

Provision 6.3 – Remuneration Framework

There is a formal and transparent process for developing executive remuneration and for determining the remuneration packages of individual Directors. No Director is involved in determining his own remuneration.

The RC reviews all matters concerning the remuneration of the Non-Executive Directors to ensure that remuneration commensurate with their contributions, responsibilities and market benchmarks.

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None of the Non-Executive Directors has service contracts or consultancy arrangements with the Company. They are paid Directors' fees based on a structured fee framework reflecting the responsibilities and time commitment of each Director. The fee framework comprises a base fee, attendance fees, and additional fees for holding appointment as Chairman of the Board or Chairman/member of Board Committees. When required, Directors travel to assist Management by visiting target companies to better understand their operations. This would enable the Board to make a well-informed decision in evaluating the targets. The annual quantum of Directors' fees to be paid is also reviewed by the RC and the Board before submission to shareholders for approval at the Company's AGM.

The RC also reviews the remuneration packages of the CEO and KMP and submits its recommendations to the Board for endorsement. A fundamental element in the remuneration principles is the concept of pay for performance and the RC will look at the total remuneration provided which comprises annual fixed salary and variable salary component. The variable salary component is in the form of variable bonus that is linked to the performance of the Group and the individual's performance.

The Company's external lawyers were last engaged in 2017 to assist the RC to review the Company's obligations arising in the event of termination of the KMP's contracts of service and the RC is satisfied that the termination clauses remain fair and reasonable and not overly generous.

The RC sets the remuneration guidelines for the Group for each annual period including annual increments, total incentives for distribution to staff of all grades and structuring long-incentive plans, if applicable.

Provision 6.4 – RC access to expert professional advice

The RC has access to expert professional advice on remuneration matters as and when it deems necessary in framing the remuneration of Directors. The expenses incurred from such advice shall be borne by the Company.

LEVEL AND MIX OF REMUNERATION

PRINCIPLE 7: *The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, taking into account the strategic objectives of the company.*

Provision 7.1 & 7.3 – Remuneration of Executive Directors and KMP

In setting remuneration packages, the RC takes into consideration the prevailing market conditions, the pay and employment conditions within the industry and in comparable companies.

As part of its review, the RC ensures that the performance-related elements of remuneration form an appropriate part of the total remuneration package of the KMP and that each package is designed to align their interests with those of shareholders and link rewards to corporate and individual performance. The RC will review the key performance indicators ("KPIs") of the KMP and such KPIs will be tied to the profitability of the specific business which the individuals are managing.

The CEO, Mr Nicholas Yoong is remunerated as part of Management. He is under a service contract for an initial fixed term of 3 years commencing 1 July 2017 and was last renewed for another 1 year(s) to 1 July 2021. The renewal of his service contract is subject to the approval of the Board with the prior review and endorsement by the NC and RC.



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Performance Based Compensation

The Group adopts a remuneration policy that is performance based for KMP, comprising a fixed component and a variable component. The fixed component is in the form of a base salary and benefits. The variable component is in the form of a variable bonus that is linked to the Company's and individual performance. The RC also endorses the bonus distribution for KMP based on individual performance and presents its recommendation to the Board for approval.

In determining the fixed and variable component of the remuneration package, Management makes its recommendation to the RC, having regard to the individual KMP's key performance indicators ("KPIs"), such as (a) profit target; (b) strategic requirements and goals of the Company; (c) investment in future growth; (d) the individual's contributions to these objectives. The Group rewards KMP with outstanding performance, who have fulfilled their obligations and met their KPIs as well as contributed to the growth and development of the Group.

Long-term Incentive Scheme

The employees of the Group, including Non-Executive Directors, are eligible to participate in the 2013 Scheme. The 2013 Scheme serves as a long-term incentive scheme to better align the interest of KMP with the Company's shareholders. No options were granted under the 2013 Scheme in FY2020.

The RC will look into implementing other appropriate long-term incentive plan for KMP of the Group to encourage alignment of KMP's interests with that of shareholders.

The Company has also adopted a Share Buyback Mandate since FY2018 which provides the Directors with the flexibility to utilise the shares which were purchased or acquired and held as treasury shares for any long-term share incentive schemes to be initiated by the Company as a means to reward and improve the long-term performance of the employees and in turn the Company and Group at large. The Company in utilising treasury shares instead of new issuance of shares would provide greater flexibility to manage and minimise the dilution impact (if any) arising from these share incentive schemes.

Reclaim Incentive Components

The RC and Board are of the view that as the Group pays variable compensation through bonuses based on the actual results of the Group as well as the achievement of KPIs by its KMPs, clawback contractual provisions may not be relevant/applicable. Therefore, there are no contractual provisions which allow the Company to reclaim incentive components of remuneration from the KMP in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. The Company should be able to avail itself to remedies against the KMP in the event of such incidents.

Provision 7.2 – Remuneration of Non-Executive Directors

The RC has recommended to the Board a total amount of up to S\$440,000 as Directors' fees for the financial year ending 2021 ("FY2021"), to be paid quarterly in arrears. This would be tabled at the forthcoming AGM for shareholders' approval. The Directors' fees recommendations for FY2021 remain the same as FY2020.

The Board concurred with the RC that the proposed Directors' fees for FY2021 is appropriate and not excessive, taking into consideration the level of contributions by the Directors, their responsibilities and obligations and factors such as efforts and time spent for serving on the Board and Board Committees.

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The structure of the fees payable to the Non-Executive Directors of the Company for FY2020 is as follows:

	Chairman	Member
Board	S\$60,000	S\$30,000
Audit Committee	S\$20,000	S\$15,000
Nominating Committee	S\$11,250	S\$5,625
Remuneration Committee	S\$11,250	S\$5,625
Investment Committee	S\$11,250	S\$5,625
Attendance Fee per meeting		S\$1,000

During the year, there were more ad-hoc Board and Board Committees meetings held due to a number of corporate actions being undertaken by both the Board and the AC. Despite the heavy workload imposed on the entire Board due to the divestment proceedings of Dynamic Colours Limited (“DCL”), a mainboard listed firm in which the Company was the single largest majority owner at 41.27% and attending to other corporate matters, the Board decided to forgo additional Directors’ fees as an exemplary model of minimising the Company’s overhead costs stringently during the COVID-19 pandemic.

DISCLOSURE ON REMUNERATION

PRINCIPLE 8: *The Company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.*

Provision 8.1, 8.2 & 8.3 – Remuneration of Directors, CEO and Top Five KMP

Every Director receives a basic fee. In addition, he receives a Chairman’s fee if he is the Chairman of the Board, as well as the relevant Board Committee fee (depending on whether he served in the capacity as the Chairman or as a member of the relevant Board Committee) for each position held on a Board Committee. Each Director also receives an attendance fee for each Board meeting, Board Committees’ meetings and other meetings such as strategic sessions, private Board and Board Committee sessions and verification meeting of reviewing circular with the lawyers (if any) attended by him during the financial year, whether attending in person or via teleconference/video conference.

The amount of Directors’ fees has been computed on the basis of the anticipated number of Board and Board Committee meetings for FY2020, assuming attendance by all the Directors at such meetings, and also caters for additional fees (if any) which may be payable due to additional ad-hoc meetings. Additional Directors’ fees over and above the approved Directors fees at the last AGM will only be paid if approved at the AGM in 2021.

A summary compensation table of the Directors receiving remuneration from the Company for FY2020 is appended below:

Name of Directors	Directors’ Fees	Total (S\$)
Mr Colin Low	100%	126,875
Dr Tan Boon Wan	100%	83,625
Mr Shabir H Hassanbhai	100%	94,500
Mr Charlie Ng How Kiat	100%	74,875
Dr Steve Lai Mun Fook	100%	58,625
Total	100%	438,500

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A summary compensation table of Dr Steve Lai and Mr Charlie Ng receiving remuneration from KA Group for FY2020 is appended below:

Name of Directors	Total (S\$)
Dr Steve Lai Mun Fook	15,250
Mr Charlie Ng How Kiat	4,000

A summary compensation table of the CEO and KMP receiving remuneration from the Company for FY2020 is appended below:

Remuneration Band & Name of CEO and KMP	Salary	Bonus	Other Benefits ⁽¹⁾	Total (S\$)
S\$500,000 to S\$749,999				
Mr Nicholas Yoong Swie Leong	77.9%	6.5%	15.6%	100.0%
S\$250,000 to S\$499,999				
Mr Soh Yong Poon	64.7%	20.0%	15.3%	100.0%
Ms Caren Soh Ying Sin	62.6%	20.9%	16.5%	100.0%
Mr Edmond Lee Teng Chye	78.7%	12.0%	9.3%	100.0%
Below S\$250,000				
Ms Maggie Yeo Sock Koon ⁽²⁾	85.2%	7.1%	7.7%	100.0%
Mr Max Tay Boon Zhuan ⁽³⁾	68.0%	16.1%	15.9%	100.0%

Notes:

- (1) Other benefits refer to employer's CPF and other allowances.
- (2) Ms Maggie Yeo Sock Koon was appointed as Chief Financial Officer (Designate) of the Company on 4 May 2020 and subsequently Chief Financial Officer on 12 June 2020. Accordingly, her remuneration was pro-rated in the above table.
- (3) Mr Max Tay Boon Zhuan resigned as Chief Financial Officer of the Company on 23 June 2020 and his remuneration was prorated in the above table.

The Company's Non-Executive Directors who also sit on board of the Company's principal subsidiary, K. A. Group Holdings Pte Ltd, are also remunerated with Directors' Fees in recognition of their time and contributions in guiding the board and management of KA Group. The Directors' Fees in KA Group are structured in Chairmanship fee of S\$11,250 and attendance fee of S\$1,000 per meeting.

The disclosure of the CEO and KMP's remuneration in types of compensation in percentage terms and in bands of S\$250,000 (based on gross remuneration received and inclusive of employer's contributions to the Central Provident Fund) is as set out in the above table. Given the confidentiality and sensitive nature of the subject, the Company is of the view that it is not in the best interest of the Company to disclose the specific remuneration of the CEO and KMP as this disclosure may adversely affect the Company's talent retention. The Company believes that disclosure of the KMP's remuneration in bands of S\$250,000 should be sufficient to provide an insight into the link between their compensation and performance and sufficient for shareholders to have an adequate appreciation of the remuneration of the Company's KMP. Further details are deemed to be not in the interest of the Company due to the competitiveness of the industry for key talents. The aggregate remuneration paid to the said KMP (who are not Directors or CEO of the Company) in FY2020 amounted to S\$1,250,071.42.



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Apart from the above, no termination, retirement and post-employment benefits were granted to the Directors, CEO and the KMPs for FY2020.

Employees who are Substantial Shareholders, Immediate Family Members of a Director or the CEO or a Substantial Shareholder

There are no employees who are substantial shareholders of the Company or immediate family members of a Director, the CEO or a substantial shareholder, and whose remuneration exceeds S\$100,000 in FY2020.

Employee Share Scheme

The Company has a share option scheme known as “INTRACO Employee Share Option Scheme” (the “2013 Scheme”) which was approved and adopted by shareholders of the Company on 29 April 2013. The 2013 Scheme gives the Group added flexibility in structuring more competitive remuneration packages to award, retain and motivate those executive personnel and Non-Executive Directors to successfully manage and guide the Group respectively for the long-term. This is vital to the well-being, sustained performance and value creation of the Group. The 2013 Scheme is administered by the RC. No options were granted since the commencement of the 2013 Scheme.

Remuneration and Performance

The Company is of the view that the current disclosure provides sufficient overview of the remuneration of the Group while maintaining confidentiality of staff remuneration matters. Annual variable bonuses would be linked to achievement of financial and non-financial key performance indicators such as core values, competencies, key result areas, performance rating, and potential of the employees (including key management). Long-term incentive plans are conditional upon pre-determined performance targets being met and the long-term incentive plans serve to motivate and reward employees and align their interests to maximise long term shareholders’ value.

The RC ensures that there is a strong correlation between bonuses payable, and the achievement and performance of the Group and individual staff. The RC also ensures that there is a good balance of short-term and long-term incentive schemes to motivate continuous and sustainable performance.

RISK MANAGEMENT AND INTERNAL CONTROLS

PRINCIPLE 9: *The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.*

Provision 9.1 & 9.2 – Design, Implementation and Monitoring of Risk Management and Internal Control Systems

The Board has overall responsibility for the governance of risk and exercises oversight of the material risks in the Group’s business. The Board ensures that Management maintains a sound system of internal controls and effective risk management policies to safeguard shareholders’ interests and the Group’s assets and in this regard, is assisted by the AC which conducts the reviews of the adequacy and effectiveness of the Group’s internal controls and risk management systems.

Management reports to the AC on the Group’s risks profile on a quarterly basis, evaluates results and counter measures to mitigate identified potential risks.



CORPORATE GOVERNANCE REPORT

Adequacy and Effectiveness of Risk Management and Internal Control Systems

The Board has adopted an enterprise risk management (“ERM”) framework. This risk framework has 5 principal risk categories, namely strategic, financial, operational, compliance and information technology risks.

The Group’s risk management framework is aligned with the Committee of Sponsoring Organisations of the Treadway Commission (COSO) Internal Controls Integrated Framework.

In FY2020, the Group engaged RSM Risk Advisory (“RSM”) to facilitate the update of the Group’s Risk Management Framework.

The following steps were completed in updating this Risk Management Framework:

1. a survey was conducted of all key management personnel, including the head of all operating divisions and functional heads, to understand strategic objectives, developments, challenges and achievements.
2. from the survey, the preliminary risk universe including risk statements, the related risk drivers, risk owners and inherent risk rating was compiled. In total, 13 key risks were identified.
3. with the facilitation of RSM, various risk workshops were then conducted with the respective risk owners, with participation by relevant senior head office personnel to analyse the risk by assessing and documenting the risk drivers, consequences, rating and prioritisation, mitigating controls and monitoring controls, as well as improvements required to further mitigate the risk rating to an acceptable level.
4. the Risk Management Framework was then updated for presentation to the AC and the Board and will be updated by Management on a quarterly basis.

The identification and management of risks are delegated to Management, who assumes ownership and day-to-day management of these risks. Management is responsible for the effective implementation of the risk management strategy, policies and processes to facilitate the achievement of business plans and goals within the risk tolerance established by the AC and Board. Key business risks are proactively identified, addressed and reviewed on an ongoing basis. Identified risks that affect the achievement of the Group’s business objectives are compiled in the Group Risks Register and are ranked according to the likelihood and consequential impact to the Group as a whole.

Risk Management Policies and Processes

The main risks arising from the Group’s financial operations are liquidity risk, foreign currency risk, credit risk, equity price risk and interest rate risk. Details on the foregoing are set out in the Notes to the Financial Statements. These risks are monitored by AC and the Board on a quarterly basis.

The Company’s Internal Auditor (“IA”) reviews material internal controls as part of the internal audit plan to provide independent assurance to the AC and the Board on the adequacy, effectiveness and integrity of the Group’s internal controls and risk management systems.

Adequacy and Effectiveness of Internal Controls

The IA presents his/her findings to the AC on a quarterly basis. If any non-compliance or internal control weaknesses are noted during the audit, the corresponding recommendations and Management’s responses are reported to the AC.

CORPORATE GOVERNANCE REPORT

The external auditors report any significant deficiencies of such internal controls to the AC. The AC and the Board review the adequacy and effectiveness of the risk management and internal controls system at least annually.

On half-yearly and annual basis, the CEO and CFO provide written confirmations to the Board confirming that:

1. the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances;
2. nothing has come to Management's attention which might render the financial results of the Group as at the end of the financial year to be false or misleading in any material aspect;
3. Management is aware of their responsibilities for establishing, maintaining and evaluating the adequacy and effectiveness of the risk management and internal control systems of the Company; and
4. there are no known significant deficiencies or lapses in the risk management and internal controls systems relating to the Company's financial, operational, compliance and information technology controls which could adversely affect the Company's ability to record, process, summarise or report financial data, or of any fraud, whether material or not.

Separately, the CEO and other key management personnel also provide written confirmations of the above items (3) and (4).

(the written confirmations collectively, "the Management Assurance Letters")

For FY2020, the Board had received the Management Assurance Letters duly signed by the (i) CEO and CFO; and (ii) the CEO and other key management personnel.

Based on the internal controls established and maintained by the Company, work performed by the internal and external auditors, reviews performed by Management and the various Board Committees and the Management Assurance Letters, the Board, with the concurrence of the AC, is of the opinion that the Group's internal controls and risk management systems were adequate and effective as at 31 December 2020 to address financial, operational and compliance risks, including information technology risks, which the Company considers relevant and material to its operations.

While the Board acknowledges that the system of internal controls and risk management established by Management provide reasonable, but not absolute assurance that the Group will not be adversely affected by any event that can be reasonably foreseen as it endeavours to achieve its business objectives, it is also mindful that no system of internal controls and risk management can provide absolute assurance in this regard, or absolute assurance against poor judgement in decision making, human error, fraud or other irregularities.

Accordingly, the Company has complied with Listing Rule 1207(10).



CORPORATE GOVERNANCE REPORT

Separate Risk Committee

The Company does not have a Risk Committee. However, Management regularly reviews the Group's business and operational activities to identify areas of significant business risks as well as appropriate measures to control and mitigate these risks. Management reviews all significant control policies and procedures and highlights all significant matters to the AC and Board.

The AC is responsible for determining the Group's levels of risk tolerance and risk policies and oversees Management's implementation and monitoring of risk management and internal control systems.

Accountability for Accurate Information

The Board endeavours to ensure that the annual audited financial statements and half-yearly announcements of the Group's results present a balanced and understandable assessment of the Group's position and prospects. The Board embraces openness and transparency in the conduct of the Company's affairs, whilst preserving the commercial interests of the Company. Financial and other price sensitive information are disseminated to shareholders through timely announcements via SGXNet.

The Audit Committee and the Board also meet to review and monitor the Group's performance at regular intervals besides the Group's half-yearly and full year financial performance.

Compliance with Legislative and Regulatory Requirements

In line with the requirements of the SGX-ST, negative assurance confirmation statements were issued by the Board to accompany the Group's interim financial results announcements, confirming to the best of the Board's knowledge that nothing had come to the Board's attention which could render the Group's results announcements to be false or misleading in any material aspect. This is in turn supported by a written confirmation from the (i) CEO and CFO and (ii) CEO and KMPs of all subsidiaries (see explanation under Provision 9.2 above). The Group is not required to issue negative assurance confirmation statements for its full year results announcements.

The Company also completes and submits the compliance checklists to SGX-ST (if applicable) to ensure that all financial results announcements, circulars and letters to shareholders should comply with the minimum requirements set out in the listing manual of the SGX-ST.

Management Accounts

Management provides the Board with a continual flow of relevant information on the Group's operational, financial and compliance matters on a timely basis, including monthly management reports in order that the Board may effectively discharge its duties.

CORPORATE GOVERNANCE REPORT

AUDIT COMMITTEE

PRINCIPLE 10: *The Board has an Audit Committee (“AC”) which discharges its duties objectively.*

Provision 10.2 – Composition of the AC

The AC oversees the quality and integrity of the accounting, auditing, internal controls and financial practices of the Group. The AC comprises the following members, who are all Independent Directors:

Dr Tan Boon Wan (Chairman)

Mr Colin Low

Mr Shabbir H Hassanbhai

For the year under review, the AC held seven meetings and the AC Chairman reported formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities. The minutes of the AC meetings are also made available to the Board.

Expertise of AC Members

The Board is of the view that the AC members, having accounting and related financial management expertise and experience, are appropriately qualified to discharge their responsibilities. All members of the AC have many years of experience in senior management positions in both financial and industrial sectors.

Authority of the AC

The AC has explicit authority to investigate any matter relating to the Group’s accounting, auditing, internal controls and financial practices brought to its attention with full access to records, resources, and personnel to enable it to discharge its functions properly; and has full access to and cooperation of Management and the discretion to invite any Director or officer to attend its meetings.

Provision 10.1 – Duties of AC and Activities of the AC

The TOR of the AC include:

1. reviewing the audit plans of the internal and external auditors of the Company, and their reports arising from their audits including Management’s response to their letter to Management;
2. reviewing the financial statements of the Company and the consolidated financial statements of the Group;
3. reviewing the balance sheet and profit and loss account of the Company and the consolidated balance sheet and profit and loss account to ensure the integrity of the financial statements and any formal announcements relating to the financial performance of the Company and of the Group; reviewing the half-year and full year results announcements of the Group before submission to the Board for approval;
4. reviewing and reporting the adequacy and effectiveness of material internal controls, including financial, operational, compliance and information technology controls and risk management systems;

CORPORATE GOVERNANCE REPORT

5. the cost-effectiveness, independence and objectivity of the external auditors, nature and extent of non-audit services provided and approval of audit and non-audit fees payable to the external auditors. Audit and non-audit fees which comprised corporate tax compliance services paid to the external auditors, KPMG LLP, amounted to S\$237,010 and S\$50,020 respectively;
6. making recommendations to the Board for the appointment or re-appointment of the external auditors of the Company. The AC, with the concurrence of the Board, recommended the re-appointment of KPMG LLP, Public Accountants and Chartered Accountants, as the Company's Auditors for the ensuing year based on their performance and quality of their audit;
7. reviewing interested person transactions ("IPTs") to ensure that the current procedures for monitoring of IPTs have been complied with and that the IPTs are on normal commercial terms and not prejudicial to the interests of the Company's minority shareholders;
8. reviewing the scope and results of the internal audit procedures, and the adequacy and effectiveness of the Company's internal audit function;
9. approving the hiring, removal, evaluation and compensation of the Head of the Internal Audit function, or accounting/auditing firm or corporation if the internal audit function is outsourced;
10. directing the Management to report regularly to AC on the Company's risk profile and the status of risk mitigation action plans; and
11. reviewing the Company's whistle-blowing policy, and to ensure that arrangements are in place for concerns about possible improprieties in matters of financial reporting or other matters to be raised and independently investigated, and for appropriate follow-up action to be taken.

During FY2020, the AC had carried out the above duties as provided in their TOR. In addition, the AC also assessed the impact of the COVID-19 pandemic and ensured adequate cash flow to sustain the Group's operations on an on-going basis and assisted the Board to review the Company's sustainability report framework. Management has put in place the terms of reference for the internal Sustainability Steering Committee who oversees the development, review and implementation of the Group's sustainability policies, practices and initiatives.

In FY2020, the AC also reviewed its terms of reference which is in line with the Code.

The external auditors provide regular updates and periodic briefings to the AC on changes or amendments to accounting standards to enable the AC to keep abreast of such changes and their corresponding impact on the financial statements, if any. The AC is entitled to seek clarification from Management, the external auditors and independent professional advisors and to attend relevant seminars at the Company's expense to apprise themselves of accounting standards/financial updates.

In performing its functions, the AC also confirms that the Company has complied with Listing Rule 715 (read with Rule 716) in relation to the appointment of the same auditing firm based in Singapore to audit the financial statements of the Company, all of its Singapore-incorporated subsidiaries and joint venture.

The Group's subsidiaries, associate and joint venture are disclosed under Notes 6 and 7 of the Notes to the Financial Statements on pages 135 to 139 of the Annual Report.



CORPORATE GOVERNANCE REPORT

Meeting with External Auditors and Internal Auditors

The AC meets with the external and internal auditors without the presence of Management, at least annually to discuss any issues they may have (including suspected fraud or irregularity, or suspected infringement of any applicable law, rules or regulations, which has or is likely to have a material impact on the Company and Group's operating results or financial position), and Management's response thereof. Both sets of auditors had confirmed that they had access to and received full co-operation and assistance from Management and no restrictions were placed on the scope of their audit.

Review the Independence of External Auditors

The AC confirms that the Company has complied with Listing Rule 712 in that KPMG LLP is registered with the Accounting and Corporate Regulatory Authority (ACRA). The AC is satisfied that the resources and experience of KPMG LLP, the audit engagement partner and the team assigned to the audit of the Group were adequate to meet their audit obligations, given the size, nature, operations and complexity of the Group. The AC also reviewed all non-audit services provided by the external auditors and is of the opinion that the nature and provision of such services would not affect the independence and objectivity of the external auditors. The external auditors have confirmed their independence in this respect.

Whistle-blowing Policy

The AC also reviews arrangements by which staff of the Company and external parties may, in confidence, raise concerns about possible improprieties in financial reporting or other matters. The Group has in place a whistle-blowing policy to ensure independent investigations of such matters and for appropriate follow up action. Such concerns include dishonesty, fraudulent acts, corruption, legal breaches and other serious improper conduct; unsafe work practices and any other conduct that may cause financial or non-financial loss to the Group or damage to the Group's reputation.

The policy is aimed at encouraging the reporting of such matters in good faith, with the confidence that staff of the Company and other persons making such reports will be treated fairly and, to the extent possible, protected from reprisal. Anonymous complaints may be considered, taking into account factors such as the seriousness of the issues raised, the credibility and the likelihood of confirming the allegation from attributable sources.

New employees are briefed on the policy.

All reported whistle-blowing incidents or concerns will be independently investigated and remedial actions will be taken to address the whistle-blowing incidents.

Provision 10.3 – Former Partner or Director of the Company's Existing Auditing Firm

The AC does not have any member who is a former partner or Director of the Company's existing audit firm.

Provision 10.5 – Internal Audit

The role of IA is to provide independent and objective assurance that adds value and improves the Group's operations. The IA helps the Group to accomplish its objectives by providing a systematic, disciplined approach to evaluate and improve the effectiveness of internal controls, risk management and governance processes. The IA conducts regular audits of the Group's subsidiaries based on a risk based audit approach in its audit plan approved by the AC. The IA of the Company reports functionally to the AC Chairman and administratively to the CEO. The AC is responsible for the appointment, termination and remuneration of the IA.



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The AC also ensures that the IA function is adequately resourced and has appropriate standing within the Group. The IA has unfettered access to all the Group's documents, records, properties and personnel and direct access to the AC.

The role of the IA is to support the AC in ensuring that the Group maintains a sound system of internal controls by highlighting any weaknesses in the current process, ascertaining that operations were conducted in accordance with established policies and procedures, and identifying areas for improvement where controls can be strengthened.

The IA has the relevant qualifications and experience in internal audit to discharge his duties effectively. The International Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors (the IIA Standards) laid down in the International Professional Practices Framework are used as a reference and guide by the Company's IA. The Company's IA has confirmed to the AC that he is in compliance with the IIA Standards.

The IA adopts a risk-based approach in formulating the annual plan. The AC approves the IA Plan annually and reviews the adequacy and effectiveness of the internal audit function. Reports prepared by the IA are reviewed by the AC on a quarterly basis. The AC assesses the adequacy and effectiveness of the IA function and ensures that the IA has direct and unrestricted access to the AC Chairman. Management also helps the AC to assess the adequacy and effectiveness of the IA function through completing a questionnaire and discussing their evaluation with the AC.

For FY2020, the AC and Management reviewed the IA's effectiveness and adequacy by completing a questionnaire evaluating the IA's standing within the Company, resources in the IA department and the effectiveness and adequacy of the internal process based on the nature and extent of the Group's operations.

Pursuant to Rule 1207(10C) of the Listing Manual, the AC had assessed and is satisfied with the adequacy, effectiveness, independence, scope and results of the Company's internal audit function.

KEY AUDIT MATTERS

In the review of the financial statements, the AC had discussed with Management the accounting principles that were applied and their judgement of items that might affect the integrity of the financial statements and considered the clarity of key disclosures in the financial statements. The AC reviewed, amongst other matters, the following key audit matters reported by external auditors for FY2020.

Key Audit Matters	How these issues were addressed by AC
Measurement of revenue and profit in the projects business	<p>Management briefed the AC on the Group's processes for determining the percentage of completion and forecast profit margin for each project, including deriving the total budgeted project costs and budgeted costs incurred to-date.</p> <p>The AC considered the findings of the external auditors that there were no identified deviations in operating effectiveness of controls applied by the Group. The estimates and assumptions applied for recognition of revenue and profit were found to be reasonable and there were no errors identified in relation to calculation of estimated revenue and profit for significant projects.</p> <p>The AC was satisfied with the accounting of the Group's revenue and profit recognition for the project business.</p>

CORPORATE GOVERNANCE REPORT

Key Audit Matters

How these issues were addressed by AC

Recoverability of goodwill

The AC considered the approach and methodology applied in determining the recoverable amount of K.A. Group, being the cash generating unit which goodwill was allocated.

The AC received reporting from the external auditors that the assumptions and resulting estimates on the recoverable amount of K.A. Group (derived using the value in use method) were within a reasonable range of outcomes. The external auditors have also performed stress test on the recoverable amount and did not note any material variance.

The AC was satisfied with the valuation approach, and concurred with the management's assessment on the recognition of full impairment loss of goodwill of S\$6.9 million. Adequate related disclosures in the financial statements were also provided.

Valuation of interest in joint venture

The AC considered the methodology applied in determining the recoverable amount of the joint venture.

Management has performed the recoverable amount assessment and determined that the value in use is higher than the fair value less cost to sell. The auditors have performed an independent assessment on the value in use.

The AC was satisfied with the methodology, assumptions and key estimates applied to estimate the recoverable amount of the joint venture and concurred with management's assessment of an impairment of S\$1.6 million on the investment in the joint venture considering the slowdown in the economy and construction industry in Myanmar. Adequate disclosures in the financial statements were also made.



CORPORATE GOVERNANCE REPORT

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

PRINCIPLE 11: *The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.*

Provision 11.1 – Participation of Shareholders at General Meetings

The Company welcomes the views of shareholders on matters concerning the Company and encourages shareholders' participation at shareholders' meetings. All shareholders are entitled to attend the general meetings and are given ample opportunity and time to participate effectively and vote at the meetings. Shareholders are welcomed to communicate their views on matters relating to the Group with the Board and the Chairmen of the Board Committees and the external auditors of the Company in attendance. Shareholders are informed of the rules, including voting procedures that govern the general meetings. The Company's Constitution allows a shareholder to appoint up to two (2) proxies to attend and vote on behalf of the shareholders.

All resolutions proposed at the general meeting are conducted by way of poll voting. A scrutineer is appointed to count and validate the votes cast at the meeting. The total number of votes cast for or against are also announced at the general meetings. Shareholders who are present in person or represented by proxies will be entitled to one vote for each share held. The detailed voting results will also be announced to SGX-ST via SGXNet on the same day after the conclusion of the meetings.

Provision 11.4 – Absentia Voting

If any shareholder is unable to attend a shareholders' meeting, he/she is allowed to appoint up to two proxies to vote on his/her behalf at the meeting through proxy forms which are sent together with the Annual Reports or Circulars (as the case may be).

As the authentication of shareholder identity information and other related security issues still remain a concern, the Company has decided, for the time being, not to implement voting in absentia by mail, email or fax.

Provision 11.2 – Separate Resolutions at General Meetings on Each Substantially Separate Issue

The Company does not practice bundling of resolutions at general meetings. Each distinct issue is proposed as a separate resolution and full information is provided for each item in the agenda for the meetings.

Provision 11.3 – Attendance at General Meetings

All Directors, including the Chairman of the Board and the respective Chairman of the AC, NC and RC, as well as external auditors are present at general meetings to address shareholders' queries.

The Company convened its shareholders' meetings virtually in 2020 while adhering to the various advisories and guidance issued by the authorities on holding meetings amid the COVID-19 outbreak.



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As permitted under the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020, the Company will convene its 2021 AGM by electronic means. Alternative arrangements relating to attendance at the 2021 AGM via electronic means include arrangements by which the meeting can be electronically accessed via live audio-visual webcast or live audio-only stream, submission of questions to the Chairman of the meeting in advance of the meeting, addressing of substantial and relevant questions at, or prior to, the meeting and voting by appointing the Chairman of the meeting as proxy at the meeting, will be put in place for the 2021 AGM.

Provision 11.5 – Minutes of General Meetings

The Company prepares minutes of general meetings which include substantial and relevant comments or queries from shareholders, and responses from Board and Management, and starting with the Company's 2018 AGM, releases these on the SGX-ST and its corporate website.

Provision 11.6 – Dividend Policy

The Company does not have a formal dividend policy. The Company targets to provide sustainable dividend payouts that take into account the Group's profit growth, cash position, positive cash generated from operations, projected capital requirements for business growth and other factors as the Board may deem appropriate. The Company endeavours to pay dividends and where dividends are not paid, the Company will disclose its reason(s) accordingly.

No dividend was declared or recommended as both the Group and the Company recorded a loss for FY2020.

ENGAGEMENT WITH SHAREHOLDERS

PRINCIPLE 12: *The company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.*

Provision 12.1 – Communication with Shareholders

The Company believes that a high standard of disclosure is key to raising the level of corporate governance. Accordingly, financial results and other material information on the Company are published through SGXNet and the corporate website of the Company in a timely manner.

The Company believes in high standards of transparent corporate disclosure and is committed to disclose to its shareholders, the information in a timely and fair manner via SGXNet, its corporate website at www.intraco.com and the media. Where there is inadvertent disclosure made to a select group, the Company will make the same disclosure publicly to all others as soon as possible.

The Company does not practise selective disclosure. Price-sensitive information is publicly released and results and annual reports are announced or issued within the mandatory period and are available on the Company's website. All shareholders of the Company receive the annual report and notice of AGM as well as any circular and notice of Extraordinary General Meeting. These notices are advertised in the newspaper and made available on the Group's website. The Company also makes available a digital format of its Annual Report and Circular (if any).



CORPORATE GOVERNANCE REPORT

Provision 12.2 & 12.3 – Investor Relations Policy

The Board recognises the importance of engaging with shareholders, investors and analysts to obtain and understand their concerns and feedback. As a demonstration of the Company's commitment to transparency and fair disclosure, the Company has adopted an Investor Relations Policy to promote regular and effective communication with shareholders.

The Group's Investor Relations ("IR") Team is led by the Board Chairman, and actively supported by the CEO as well as an external Investor Relations agency, Citigate Dewe Rogerson Singapore Pte Ltd ("CDR Singapore"). The Chairman and CEO are empowered to act as spokespersons towards security holders and securities markets professionals. Enquiries are to be directed to the Group's external IR agency, CDR Singapore at (65) 6534 5122 or email AIICDRSGIntraco@citigatedewerogerson.com. To-date, given the nature of the Company's business which has not materially changed, the Company has not solicited the views of shareholders other than those expressed by them during its general meetings. The Company will review the need for analyst briefings, investor roadshows or Investors' Day briefings when necessary.

MANAGING STAKEHOLDERS RELATIONSHIPS

PRINCIPLE 13: *The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.*

The Group's stakeholders play a crucial role in our business. Intraco's vision and the success of its business is closely aligned with the interests and needs of its key stakeholders. Effective stakeholder engagement can help the Group to better understand the needs of its key stakeholders and incorporate these into its corporate strategy.

The Group has identified 5 key stakeholder groups based on their relevance and influence to Intraco's business. They include customers, suppliers, employees, investors and regulators. The Group engages with these stakeholders through various informal and formal channels of communication to learn and understand their concerns. For example, the Group maintains a corporate website to leverage on internet platforms, which enables it to communicate with key stakeholders and the public.

The other sections of the annual report sets out the Group's strategy (for more information, please refer to CEO's statement and Chairman's Statement) and key areas of focus in managing stakeholder relationships (for more information, please refer to the Company's Sustainability Report).

INVESTMENT COMMITTEE ("IC")

With the important priorities placed by the Board on growth by way of new businesses via mergers and acquisitions and enhanced financial investment returns, an Investment Committee was set up with the mandate to conduct due assessments of all merger and acquisition opportunities as well as investment activities of the Group.

The IC comprises the following members, of whom one, the Chairman, is an Independent Director and the other two are Non-Executive Directors:

Mr Colin Low (Chairman)
Mr Charlie Ng How Kiat
Dr Steve Lai Mun Fook



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For the year under review, the IC held five meetings and the IC Chairman reported formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities. The members of the IC have broad business experience, financial and investment knowledge.

The IC's primary role, which is outlined in its written terms of reference, is to provide advisory support to Management/ the Company on the following:

1. investment, merger, acquisition and disposal transactions;
2. participation in joint venture or partnership (or such similar arrangement);
3. other capital investments and financial commitments (including treasury management); and
4. Group investment and treasury management policy guidelines and related procedures/processes.

Summary of activities carried by the IC during the year include:

1. Review of the Group's investment/divestment in associated companies and subsidiaries;
2. Review of investment of surplus cash into bond funds and other fixed income investments; and
3. Review of new investment opportunities.

CONDUCT AND ETHICS POLICY

All employees are required to observe and maintain high standards of integrity, as well as comply with laws, regulations and Company's policies. The Company sets standards of ethical conduct for employees, which covers all aspects of the business operation of the Group such as work ethics, personal conflicts of interest, and confidentiality of information, related party transactions, gifts and dealing in the Company's securities.

DEALINGS IN SECURITIES (LISTING RULE 1207(19))

The Group has in place internal guidelines in relation to dealing in the Company's securities. The Directors and all employees of the Group are prohibited from trading in the Company's securities during the relevant blackout period of one (1) month prior to the release of the Group's half-year and full year results. They are also required at all times to observe the insider trading rules stipulated in the Securities and Futures Act, Cap. 289 and are discouraged against dealing in the Company's securities on short-term considerations. Directors and the CEO are also required to notify their dealings in the Company's securities within 2 business days.

The Company had at its last AGM adopted a Share Buyback Mandate and will be seeking a renewal at the upcoming AGM. In connection with the Share Buyback Mandate, the Company has also put in place a Share Buyback Policy. The Company confirmed that it has adhered to its policy for securities transactions for FY2020.

In FY2020, the Company had repurchased shares from the open market. These repurchased shares will be held as treasury shares and a portion of it may be used for any long-term incentive plans that the Company may adopt.

CORPORATE GOVERNANCE REPORT

INTERESTED PERSON TRANSACTIONS (“IPT”) (LISTING RULE 907)

The Company has in place internal procedures to ensure that all transactions with interested persons are reported to AC in a timely manner, and an IPT register is maintained by the Company’s IA. The Company currently does not have an IPT mandate in place. For FY2020, there was no IPT.

MATERIAL CONTRACTS (LISTING RULE 1207(8))

Except as disclosed in Note to the Financial Statements and the Supplementary Information, there were no material contracts entered by the Company or its subsidiaries involving the interests of the CEO, each Director or controlling shareholders in FY2020.

