THE BOARD OF DIRECTORS ("THE BOARD") BELIEVES THAT A STRONG AND ROBUST CORPORATE GOVERNANCE IS ESSENTIAL IN ENHANCING SHAREHOLDERS’ VALUE AND FOR LONG-TERM SUSTAINABILITY AND GROWTH, AND IS COMMITTED TO ENSURING THAT THE HIGHEST STANDARDS OF CORPORATE GOVERNANCE ARE PRACTISED THROUGHOUT IJM PLANTATIONS BERHAD AND ITS SUBSIDIARIES ("THE GROUP").


PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

1. Board Duties and Responsibilities

The Board is primarily responsible for the Group’s overall strategic plans for business performance, overseeing the proper conduct of business, succession planning of key management, risk management, shareholders’ communication, internal control, management information systems and statutory matters; whilst Management is accountable for the execution of the expressed policies and attainment of the Group's corporate objectives and operating goals. The demarcation complements and reinforces the supervisory role of the Board. Nevertheless, the Board is always guided by the Board Charter which outlines the duties and responsibilities and matters reserved for the Board in discharging its fiduciary duties. The Board Charter also acts as a source of reference and primary induction literature in providing insights to Board members and senior management. The Board reviews the Board Charter from time to time to ensure that it continues to remain relevant and appropriate and the last review conducted by the Board was in June 2020. The details of the Board Charter are available for reference at www.ijmplantations.com.

During FY2020, a Strategies and Budget session was held on 11 February 2020 between the Board and Management to review and discuss the short-term and long-term business strategic plans that covered economic, environmental and social aspects. The on-going strategic plantation initiatives of the Group were towards innovation, sustainability and revenue generation which included amongst others, plantations mechanisation and digitalisation, renewable energy and conservation, land-bank expansion, livestock cattle integration and mill processing improvements. During the session, the Board had also looked at the impacts of climate change on the oil palm operations of the Group.

At the scheduled Board meeting in February of each year, the Board reviews the Budget of the Group which includes comparing the actual results against budgets, and considering the new budget and proposed capital expenditure requirements. The Board and Management deliberate on the proposed budgets and debate the rationale and assumptions used for the Budget.

In order to assist in the execution of the Board’s responsibilities for the Group, certain functions have been delegated by the Board to Board Committees. Clear defined Terms of Reference have been given to these Board Committees to enable them to operate effectively. The Board Committees are authorised by the Board to deal with and to deliberate on matters delegated to them within their Terms of Reference. The Chair of the respective Board Committees report to the Board on the outcome of their Board Committee meetings and such reports are included in the Board papers.
The governance structure of the Board is as follows:

### 2. Roles and Responsibilities of the Chairman and the Chief Executive Officer & Managing Director

The role of the Independent Non-Executive Chairman and the Chief Executive Officer & Managing Director (“CEO&MD”) are distinct and separate, and the positions are held by different individuals, in order to ensure that there is a balance of power and authority. The responsibilities of the Independent Non-Executive Chairman and the CEO&MD are set out in the Board Charter.

### 3. Company Secretary

The Board is supported by a qualified and competent Company Secretary to provide sound governance advice, ensure adherence to Board policies, rules and procedures, and advocate adoption of corporate governance best practices. The profile of the Company Secretary is provided on page 15. The Directors always have access to the advice and services of the Company Secretary especially relating to procedural and regulatory requirements such as company and securities laws and regulations, governance matters and Main Market Listing Requirements. The Company Secretary undertakes continuous professional development and her details of trainings/seminars attended are available for reference at www.ijmplantations.com.

### 4. Board and Board Committees Meetings

All Directors are provided with the performance and progress reports on a timely basis prior to the scheduled Board meetings. All Board papers, including those on complicated issues or specific matters and minutes of all Board Committee meetings, are distributed electronically at least five (5) business days in advance to ensure Directors are well informed and have the opportunity to seek additional information, and are able to obtain further clarification from the Company Secretary/Management, should such a need arise. The Company Secretary always ensures proper minutes of all deliberations and decisions of the Board and Board Committees are recorded. In order to enhance cybersecurity of the meeting materials, the Company had migrated from the existing electronic portal to a more secure and collaborative portal in the financial year 2019.

Board meetings (including Board Committees’ meetings) are scheduled in advance prior to the new calendar year, to enable the Directors to plan ahead and coordinate their respective schedules and/or events. The Board conducts at least four (4) scheduled meetings annually, with additional meetings convened as and when necessary. However, informal meetings and consultations are frequently and freely held to share expertise and experiences. Directors are also invited to attend the Board Committees’ meetings, where deemed necessary. During FY2020, four (4) Board meetings were held.
The attendance record of each Director is as follows:-

<table>
<thead>
<tr>
<th>Category</th>
<th>Name</th>
<th>Number of Meetings Attended</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Directors</td>
<td>Joseph Tek Choon Yee</td>
<td>4 / 4</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Purushothaman A/L Kumaran</td>
<td>4 / 4</td>
<td>100%</td>
</tr>
<tr>
<td>Independent Non-Executive Directors</td>
<td>Pushpanathan A/L S. A. Kanagarayar</td>
<td>4 / 4</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Fatimah Binti Merican</td>
<td>4 / 4</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Datuk Dr. Choo Yuen May</td>
<td>4 / 4</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Boey Tak Kong (appointed on 17 June 2019)</td>
<td>3 / 3</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>M. Ramachandran A/L V. D. Nair (retired on 27 August 2019)</td>
<td>2 / 2</td>
<td>100%</td>
</tr>
<tr>
<td>Non-Executive Directors</td>
<td>Tan Sri Dato’ Tan Boon Seng @ Krishnan</td>
<td>4 / 4</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Liew Hau Seng (appointed on 1 September 2019)</td>
<td>2 / 2</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Dato’ Soam Heng Choong (resigned on 31 August 2019)</td>
<td>2 / 2</td>
<td>100%</td>
</tr>
</tbody>
</table>

In fostering the commitment of the Board that the Directors devote sufficient time to carry out their responsibilities, the Directors are required to notify the Chairman before accepting any new directorships and such notifications shall include an indication of time that will be spent on the new appointments. In addition, assurances are given by the Directors that their new appointments will not affect their commitment and responsibilities as Directors of the Company. In the event that the Chairman has any new directorship or significant commitments outside the Company, he will also notify the Board. All Directors of the Company do not hold more than five (5) directorships each in public listed companies.

During the annual Board evaluation, each Director was assessed whether he/she was able to devote adequate time and attention for Board meetings, Board briefings, Board Committee meetings and activities of the Company. Overall, the Board was satisfied with the commitment of all members of the Board and the time contributed by each of them. The time commitment of the Directors was demonstrated by the attendance and time spent at the Board and Board Committee meetings during FY2020.

5. Code of Conduct and Ethics

The Board is committed to conducting its business in a legal and professional manner, with the highest standard of integrity and ethical values, and has adopted the Code of Conduct and Ethics for Employees (“CCEE”) which applies to all Directors and employees. The CCEE covers the areas of workplace culture and environment, company records and assets, conflicts of interest, anti-bribery and corruption, gifts, hospitality and entertainment, insider trading, money laundering, fraud and so forth.

The Board also emphasises on the business ethics and conduct of third parties who have dealings or transactions with the Group, and has adopted the Code of Business Conduct for Third Parties (“CBC for 3rd Parties”) which applies to all persons or entities who provide work, goods and services or act for or on behalf of the Group. The areas covered by the CBC for 3rd Parties include but are not limited to the company’s assets and information, dealing with customers and media, conflicts of interest, health, safety and environment (HSE), anti-bribery and corruption, gifts, hospitality and entertainment.

As part of the Company’s commitment against all forms of bribery and corruption, the Company has also established an anti-bribery and corruption system (“ABCS”) to manage and consolidate various policies and processes in compliance with anti-bribery and corruption laws. The anti-bribery and corruption policy (“ABC Policy”) forms part of the ABCS and aims to set out the parameters including the main principles, policies and guidelines, which the Company adopts in relation to anti-bribery and corruption.


6. Whistleblowing Policy

The Board encourages employees and associates to report incidences of suspected and/or real misconduct, wrongdoings, corruption and instances of fraud, waste, and/or abuse involving the resources of the Group. The Whistleblowing Policy adopted by the Company provides and facilitates a structured mechanism for any employee and associate to make disclosures of alleged improper conduct (whistleblowing) to the relevant authorities in good faith. The Whistleblowing Policy is posted on the Company’s website at www.ijmplantations.com for ease of access for reporting by employees, associates and third parties of the Group.
II. BOARD COMPOSITION

The Board comprises 50% Independent Directors. Six (6) of the eight (8) Board members are Non-Executive Directors and among the Non-Executive Directors, four (4) are Independent. The Chairman is one (1) of the Independent Non-Executive Directors. The balance between Independent Non-Executive, Non-Executive and Executive Directors, together with the support from Management, is to ensure that there is an effective and fair representation for the shareholders, including minority shareholders. It further ensures that issues of strategy, performance and resources are fully addressed and investigated to take into account the long-term interests of shareholders, other relevant stakeholders and the community in which the Group conducts its business.

The composition and size of the Board is reviewed from time to time to ensure its appropriateness and effectiveness. The profile of each Director is presented on pages 10 to 14.

1. Independence

The Independent Non-Executive Directors play a crucial role of bringing objectivity to the decisions made by the Board. They provide independent judgement, experience and objectivity without being subordinated to operational considerations. They help to ensure that the interests of all stakeholders are taken into account and that the relevant issues are subjected to objective and impartial consideration by the Board. The Company has adopted a policy to limit the tenure of independent directors to a maximum of twelve (12) years. However, the retention of independent directors after serving a cumulative term of nine (9) years are subject to shareholders’ approval in line with the recommendation of the Code. To-date, none of the independent directors of the Company have exceeded the nine (9) years tenure.

2. Board Diversity

The Directors have a diverse set of skills, experience and knowledge necessary to govern the Group. The Directors are professionals in the fields of agriculture, audit, finance, accounting, engineering, management and information technology. Together, they bring a wide range of competencies, capabilities, technical skills and relevant experiences to support the needs of the Group to make it one of the foremost plantation companies in the country. The Company currently has two (2) women directors on its Board and will attempt to meet the 30% women Directors requirement by the financial year ending 31 March 2021. The Board Diversity Policy of the Company is available for reference at www.ijmplantations.com.

3. Nomination & Remuneration Committee

The Nomination & Remuneration Committee (“NRC”) which was established on 26 April 2003, comprises exclusively of Non-Executive Directors with a majority of them being Independent Directors. Puan Fatimah Binti Merican is the Chairman of the NRC, and the other members are Mr Pushpanathan A/L S. A. Kanagarayar and Mr Liew Hau Seng. The terms of reference of the NRC are available for reference at www.ijmplantations.com.

The activities of the NRC during FY2020 included the following:-

(i) review of the Balanced Scorecard of the CEO&MD and the Group;
(ii) review of the salaries, bonuses & incentives for senior management of the Group;
(iii) assessment and evaluation of the effectiveness of the Board and individual Directors through the annual Board evaluations (including the CEO&MD and the independence of Independent Non-Executive Directors);
(iv) assessment and evaluation of the effectiveness of the Audit Committee and individual Committee members through the annual Audit Committee evaluations;
(v) review of the re-election of Directors at the Annual General Meeting (“AGM”);
(vi) review of the Board composition; and
(vii) review of the Directors’ fees and benefits payable to Non-Executive Directors.

All recommendations of the NRC are subject to the endorsement of the Board.
The NRC meets as required. Two (2) meetings were held during FY2020 and the attendance record of each member of the NRC is as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Meetings Attended</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatimah Binti Merican (appointed on 1 September 2019)</td>
<td>1 / 1</td>
<td>100%</td>
</tr>
<tr>
<td>Pushpanathan A/L S. A. Kanagarayar</td>
<td>2 / 2</td>
<td>100%</td>
</tr>
<tr>
<td>Liew Hau Seng (appointed on 1 September 2019)</td>
<td>1 / 1</td>
<td>100%</td>
</tr>
<tr>
<td>M. Ramachandran A/L V. D. Nair (ceased on 27 August 2019)</td>
<td>1 / 1</td>
<td>100%</td>
</tr>
<tr>
<td>Dato’ Soam Heng Choon (ceased on 31 August 2019)</td>
<td>1 / 1</td>
<td>100%</td>
</tr>
</tbody>
</table>

4. Board and Board Committee Evaluation

The Board undertook a formal and rigorous annual evaluation of its own performance, that is, the Board as a whole and that of the Individual Directors for FY2020 via an in-house e-Evaluation System. The Board evaluation comprises a Board Assessment by Individual Directors, Self & Peer Assessments and Assessments of Independence of Independent Directors (collectively referred to as “the Assessments”). Based on the results of the Assessments, the NRC was satisfied with the performance and effectiveness of the Board.

The Board also undertook an evaluation on the Audit Committee via the e-Evaluation System to review its performance and determine whether the Audit Committee had carried out its duties in accordance with its Terms of Reference.

In view of the appropriate level of knowledge, skills, experience and commitment of the Audit Committee members being critical to the Audit Committee’s ability to discharge its responsibilities effectively, an assessment of the Audit Committee members (self & peers) was also carried out during the financial year. The Board was satisfied with the performance and effectiveness of the Audit Committee.

Pursuant to Practice 5.1 of the Code, the Board had engaged an external expert to review and facilitate the Board Evaluation of the Company for the financial year ending 2021.

5. Directors’ Training

During the financial year, all the Directors have attended various relevant in-house and external training programmes, workshops, seminars, briefings and/or conferences. The trainings attended by the Directors were related to legislations (including Malaysian Anti-Corruption Commission (Amendment) Act 2018), corporate governance, accounting and finance, industry knowledge, cyber security and resilience, digitalisation and sustainability. The Board has undertaken an assessment of the training needs of each Director through the Self & Peer Assessment during FY2020.


Where possible and when the opportunity arises, Board visits will be organised to locations within the Group’s operating businesses to enable the Directors to obtain a better perspective of the businesses and enhance their understanding of the Group’s operations.

III. REMUNERATION

1. Remuneration Policy and Procedures

The Company supports levels of remuneration and compensation necessary to attract, retain and motivate quality people required to lead, manage and serve the Company in a competitive environment. The appropriate levels of remuneration and compensation are essential to enhance the long-term interests of the stakeholders and shareholders.

The Remuneration Policy of the Company provides clear and guiding principles for determining the remuneration of the Board and senior management and to align their interests with the interests of shareholders and with the business strategies of the Group. The Policy is available for reference at www.ijmplantations.com.
The annual remuneration review takes place in April annually. The remuneration of the Group will be reviewed by the CEO & MD with the relevant internal and external inputs before presenting it to the NRC for approval. The NRC reviews the remuneration of Non-Executive Directors, Executive Directors and senior management in the month of May annually whereby the NRC will consider various factors including the performance of the Group, individual performance, duties, responsibilities and commitments of the Directors and senior management. Upon the review by the NRC, the appropriate recommendations will be made to the Board for approval. The Board will consider and, if deemed appropriate, approve the recommended remuneration for the Executive Directors and senior management. As for the remuneration of the Non-Executive Directors, upon the endorsement of the recommendation by the NRC, the Board will propose the remuneration for approval by the shareholders at the following AGM.

For the year 2020, the remuneration review was deferred and carried out in May due to the implementation of the Covid-19 Movement Control Order on 18 March 2020, and the proposed remuneration of the Executive Directors and senior management was presented to NRC and approved by the Board in June 2020.

### 2. Directors’ Remuneration

The details of the remuneration of Directors for the FY2020 are as follows:

A. The Directors’ total remuneration consists of different components as shown in the table below:

<table>
<thead>
<tr>
<th></th>
<th>Salaries RM’000</th>
<th>Fees RM’000</th>
<th>Bonuses, Incentives &amp; Others RM’000</th>
<th>Benefits -in-kind RM’000</th>
<th>Total RM’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Directors</strong></td>
<td>1,750</td>
<td>-</td>
<td>360</td>
<td>68</td>
<td>2,178</td>
</tr>
<tr>
<td><strong>Non-Executive Directors</strong></td>
<td>-</td>
<td>767</td>
<td>45*</td>
<td>-</td>
<td>812</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,750</td>
<td>767</td>
<td>405</td>
<td>68</td>
<td>2,990</td>
</tr>
</tbody>
</table>

* Meeting allowances paid/payable to the Non-Executive Directors for Board and Board Committee meetings attended during the FY2020.

B. Aggregate remuneration of each Director:

<table>
<thead>
<tr>
<th>Directors</th>
<th>RM’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Directors</strong></td>
<td></td>
</tr>
<tr>
<td>Joseph Tek Choon Yee</td>
<td>1,109</td>
</tr>
<tr>
<td>Purushothaman A/L Kumaran</td>
<td>1,069</td>
</tr>
<tr>
<td><strong>Non-Executive Directors</strong></td>
<td></td>
</tr>
<tr>
<td>Pushpanathan A/L S. A. Kanagarayar</td>
<td>209</td>
</tr>
<tr>
<td>Fatimah Binti Merican</td>
<td>121</td>
</tr>
<tr>
<td>Datuk Dr. Choo Yuen May</td>
<td>122</td>
</tr>
<tr>
<td>Boey Tak Kong (appointed on 17 June 2019)</td>
<td>105</td>
</tr>
<tr>
<td>Tan Sri Dato’ Tan Boon Seng @ Krishnan</td>
<td>88</td>
</tr>
<tr>
<td>Liew Hau Seng (appointed on 1 September 2019)</td>
<td>61</td>
</tr>
<tr>
<td>M. Ramachandran A/L V. D. Nair (retired on 27 August 2019)</td>
<td>62</td>
</tr>
<tr>
<td>Dato’ Soam Heng Choon (resigned on 31 August 2019)</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,990</td>
</tr>
</tbody>
</table>

To demonstrate the support of the Board for the initiatives taken by the Company in response to the Covid-19 pandemic, the Non-Executive Directors had offered to reduce their fees by 5% for FY2020. Management and affected staff (based on salary range bracket) of the Group had also given consent to a salary reduction ranging from 5% to 10%.
I. AUDIT COMMITTEE

1. Composition of Audit Committee

The Audit Committee comprises entirely of Independent Non-Executive Directors. The Chairman of the Audit Committee, Mr Boey Tak Kong is a Fellow of the Chartered Association of Certified Accountants, United Kingdom and a Chartered Accountant of the Malaysian Institute of Accountants (MIA). He is not the Chairman of the Board. The other members of the Audit Committee are Mr Pushpanathan A/L S. A. Kanagarayar, Datuk Dr. Choo Yuen May and Puan Fatimah Binti Merican.

2. Relationship with the External Auditors

Through the Audit Committee, the Board has a direct relationship with the external auditors. The role of the Audit Committee in relation to the external auditors is set out on pages 40 to 44. The external auditors were invited and had attended all the Audit Committee meetings and AGM during the financial year.

The Audit Committee (together with the Chief Financial Officer and Chief Audit Executive) had undertaken an assessment on the suitability of the external auditors for the financial year pursuant to the External Auditors Policy, which has outlined the guidelines and procedures for the assessment and monitoring of external auditors. There were no major concerns from the results of the assessment of the External Auditors. The Audit Committee was satisfied with the performance of the external auditors in terms of their quality of service provided as well as their exercise of audit independence.

The details of the External Auditors Policy are available for reference at www.ijmplantations.com and the last review of the Policy was done in February 2020. Pursuant to the policy, the partner responsible for the Group audit is rotated at least every seven (7) cumulative financial years and in the event of a former audit partner being appointed as a member of the Board and Audit Committee, he/she shall observe a cooling-off period of at least two (2) years before such appointment.

3. Related Party Transactions

Related party transactions of the Group for FY2020 are disclosed in Note 34 to the Financial Statements. Except for those disclosed in Note 34 to the Financial Statements, there were no material contracts of the Group involving Directors and major shareholders during the reporting period.

The Audit Committee had reviewed the related party transactions that arose within the Group to ensure that the transactions were fair and reasonable, not detrimental to the minority shareholders and were in the best interests of the Company.

4. Directors’ Responsibility Statement

The Companies Act 2016 (“the Act”) requires the Directors to cause the preparation of the financial statements for each financial year in accordance with the provisions of the Act and applicable approved accounting standards to give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year and of the results and cash flows of the Group and of the Company for the financial year. Where there are new accounting standards or policies that become effective during the year, the impact of these new standards would be stated in the notes to the financial statements, accordingly.

The Directors have ensured that Management, in preparing the financial statements:

- adopted appropriate accounting policies which were consistently applied;
- made judgments and used estimates that are reasonable and prudent;
- ensured that all applicable approved accounting standards have been followed; and
- considered the going concern basis as the Directors have a reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue in operations for the foreseeable future.

The Directors are responsible for ensuring that the Company keeps accounting records which disclose, with reasonable accuracy, the financial position of the Group and the Company and which enable them to ensure that the financial statements comply with the provisions of the Act. The Directors have also taken such steps as are reasonably available to safeguard the assets of the Group, and to prevent fraud and other irregularities.
II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board is responsible for establishing and maintaining a sound risk management and internal control system to ensure that the shareholders' investments, other stakeholders’ interest and assets of the Group are safeguarded. The Board through the Audit Committee evaluates the adequacy and effectiveness of the internal control system by reviewing the actions taken on lapses, recommendations of internal auditors and Management’s responses.

The details of the internal audit function of the Group are set out in the Audit Committee Report on pages 40 to 44, and the overview of the risk management and internal control framework of the Group is set out on pages 45 to 49 of the Statement on Risk Management and Internal Control.

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I. COMMUNICATION WITH STAKEHOLDERS

The Company places great importance in ensuring the highest standards of transparency and accountability in the disclosure of pertinent information to its shareholders as well as to potential investors, analysts and the public.

The Group conducts regular dialogues with financial analysts. At least two (2) scheduled IJM Group Briefings are held each year, usually coinciding with the release of the IJM Group’s second and final quarter’s results, to explain the results achieved as well as the strategies going forward.

The Group has established a comprehensive website at www.ijmplantations.com, which includes a dedicated section on Investor Relations, to support its communication with the investor community. In addition, stakeholders who wish to reach the Group can do so through the ‘Contact Us’.

Investor queries pertaining to financial performance or company developments may be directed to the Assistant General Manager (Investor Relations) of IJM, Mr Shane Guha Thakurta (Tel : +603-79858041, Fax : +603-79529388, E-mail : shane@ijm.com), whereas shareholder and company related queries may be referred to the Company Secretary, Ms Ng Yoke Kian (Tel : +603-79858131, Fax : +603-79521200, E-mail : csa@ijm.com).

II. CONDUCT OF GENERAL MEETINGS

The AGM is the principal forum for dialogue with shareholders. The notice of the AGM and the annual report are sent out to the shareholders at least 28 days before the date of the AGM.

All Directors had attended the last AGM held during the financial year. At the last AGM, a presentation was given to shareholders by the CEO&MD to explain the Group’s strategy, performance and major developments, including the responses to questions raised by the Minority Shareholder Watch Group (“MSWG”) in relation to the operational and financial performance of the Group, which were submitted by MSWG prior to the AGM. The Board encourages shareholders to actively participate in the question and answer session at all general meetings.

Shareholders are encouraged to be aware of their rights with regards to the convening of general meetings and appointment of proxies. The details of the shareholder's rights are available for reference at www.ijmplantations.com.

The Company has adopted electronic voting for the conduct of poll on all resolutions at the previous AGMs. All shareholders were briefed on the voting procedures by the poll administrator prior to the poll voting and an independent scrutineer was appointed to validate the votes cast and announce the poll results.

The extract of minutes of general meetings (including the list of attendance of Directors, pertinent questions raised by shareholders and the respective responses, and outcome of the voting results) are made available to the shareholders and public for reference at www.ijmplantations.com.

A press conference is normally held after each AGM and/or General Meeting of the Company to provide the media an opportunity to receive an update from the Board on the proceedings at the meetings and to address any queries or areas of interest.

This Corporate Governance Overview Statement is made in accordance with the resolution of the Board of Directors dated 5 August 2020.