



MKH OIL PALM (EAST KALIMANTAN) BERHAD
Registration No: 200401023680 (662186-D)

BOARD SKILLS MATRIX

1. INTRODUCTION

The Board of Directors (the “**Board**”) of MKH Oil Palm (East Kalimantan) Berhad (“**Company**” or “**MKHOP**”) has adopted a Board Skills Matrix that provides a guide as to the skills, knowledge, experience, personal attributes and other criteria appropriate that the Board currently has or is looking to achieve and will regularly assess the independence of each non-executive director.

The Board Skills Matrix sets out the skills and experience which are required for the proper functioning of the Board of MKHOP.

The Board Skills Matrix helps guide the assessment of the skills and diversity that the Board has or is looking for, development of continuous training needs, assists in the recruitment of new Directors, articulate the on-going relevance of a Board member’s expertise prior to recommending re-election of that Board member and provide guidance for the Board in its succession planning.

It is not a requirement that each Director should present all of the skills and experience listed in the Board Skills Matrix, but the Board believes that collectively it possesses the skills required to discharge its duties and responsibilities effectively.

The Board will take account of the Board Skills Matrix and gaps or weaknesses in the Board Skills Matrix when applied to the existing Directors, when filling any Board vacancies.

2. BOARD SKILLS AND ATTRIBUTES

Desired Skill	Description
Strategy	Ability to identify and critically assess strategic opportunities and threats to the Company and develop effective strategies in the context of the strategic objectives of the Company’s relevant policies and priorities.
Policy	Ability to identify key issues of the Company and develop appropriate policies to define the parameters within which the Company should operate.
Financial & Audit	Experience in accounting and/or finance and the ability to: <ul style="list-style-type: none">– analyse key financial statements;– assess financial viability and performance;– contribute to financial planning;– oversee budgets and the efficient use of resources; and– oversee funding arrangements and accountability.

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Desired Skill	Description
Risk and Compliance oversight	Ability to identify key risks in a wide range of areas including legal and regulatory compliance and monitor risk and compliance management frameworks and systems.
Corporate Governance	Experience in best practice of corporate governance structures and policies and processes ensuring compliance with laws and regulations and delivering quality improvement and business performance.
Executive Management	Experience in evaluating performance of senior management and oversee strategic human capital planning.
Industry Specific Skill	Experience and knowledge with respect to the industry in which the Company operates.
Ethics and Integrity	Understand role as director and continue to self-educate on legal responsibility, ability to maintain Board confidentiality and declare any conflicts.
Gender, cultural background & Age Diversity	Gender representation and age diversity shall be sought for the Board to reflect the Company's gender and age diversity policy which can lead to bring different generational perspectives to the Board's deliberations.

3. APPROVAL AND REVIEW OF BOARD SKILLS MATRIX

The Board Skills Matrix has approved by the Board on 27 September 2022. The Board Skills Matrix will be reviewed annually by the Board to ensure that the Board remains aligned with both the Company's needs and emerging business as well as the governance issues which may have an impact on the Board in discharging its duties effectively and efficiently.