

Fit and Proper Policy

FIT AND PROPER POLICY

1. Purpose

- 1.1. This Policy sets out the fit and proper criteria for the appointment and re-election of the Board of Directors ("**Board**") of **Kinergy Advancement Berhad and its Group of Companies ("Kinergy")** or ("**the Group**").
- 1.2. Ensures that each of the Directors has the character, integrity, experience, competence and time and commitment to effectively discharge his/her role as a Director of the Group and its subsidiaries.
- 1.3. Serves as a guide to the Nomination Committee ("NC") and the Board in their review and assessment of candidates who are to be appointed on the Board as well as Directors who are seeking for election or re-election.

2. Fit and Proper Criteria

The Board and NC will be responsible for assessing the fit and proper criteria of a Director which include, but are not limited to the following:

2.1 Character and integrity

- (i) Probity
 - Is compliant with legal obligations, regulatory requirements and professional standards.
 - Has not been obstructive, misleading or untruthful in dealings with regulatory bodies or a court.
- (ii) Personal integrity
 - Has not perpetrated or participated in any business practices which are deceitful, oppressive improper (whether unlawful or not), or which otherwise reflect discredit on his professional conduct.
 - Service contract (i.e. in the capacity of management or director) had not been terminated in the past due to concerns on personal integrity.
 - Has not abused other positions (i.e. political appointment) to facilitate government relations for the Group in a manner that contravenes the principles of good governance.
- (iii) Financial integrity
 - Manages personal debts or financial affairs satisfactorily.
 - Demonstrates the ability to fulfil personal financial obligations as and when they fall due.
- (iv) Reputation
 - Is of good repute in the financial and business community.
 - Has not been the subject of criminal proceedings or enforcement action, in managing or governing an entity for the past ten (10) years.
 - Has not been substantially involved in the management of a business or Group which has failed, where that failure has been occasioned in part by deficiencies in that management.

2.2 Experience and competence

- (i) Qualification, training and skills
 - Possesses education qualification that is relevant to the skill set that the director is earmarked to bring to bear onto the boardroom (i.e. a match to the Board skill set matrix).
 - Has a considerable understanding on the workings of a corporation.
 - Possesses general management skills as well as understanding of corporate governance and sustainability issues.
 - Keeps knowledge current based on continuous professional development.
 - Possesses leadership capabilities and a high level of emotional intelligence.
- (ii) Relevant experience and expertise
 - Possesses relevant experience and expertise with due consideration given to past length of service, nature and size of business, responsibilities held, number of subordinates as well as reporting lines and delegated authorities.

2.3 Time and commitment

- (i) Ability to discharge role having regard to other commitments
 - Able to devote time as a board member, having factored other outside obligations including concurrent board positions held by the Director across listed issuers and non-listed entities (including not-for-profit organisations).
- (ii) Participation and contribution in the Board or track record
 - Demonstrates willingness to participate actively in board activities.
 - Demonstrates willingness to devote time and effort to understand the businesses and exemplifies readiness to participate in events outside the boardroom.
 - Manifests passion in the vocation of a Director.
 - Exhibits ability to articulate views independently, objectively and constructively.
 - Exhibits open mindedness to the views of others and ability to make considered judgment after hearing the views of others.

3. Assessment

The NC will assess each person for a new appointment or re-election or election of Directors based on the criteria as set out under Section 2.0 before recommending to the Board for approval.

4. Review of the Policy

This Policy is subject to periodic review and refinement to ensure ongoing relevance, effectiveness and alignment with emerging regulatory requirements, industry best practices and stakeholder expectations. This Policy was approved by the Management of Kinergy on 24th November 2025.