

Appendix II: Board skills matrix form

This form, which is not exhaustive in nature, illustrates a board skills matrix which may be used as a general assessment of the composition, knowledge, skills and experience of the current board. This form may also be used for disclosure in the company's annual report as a summary within the directors' profile section.

This sample evaluation form may be customised, depending on the circumstances of the company.

For Section B to Section H, the board may decide to respond with either of the following options:

Option 1	4	3	2	1
	Above average	Average	Below average	Poor
or				
Option 2	Yes			No
	Yes			No

Skill sets	I	II	III	IV	V	... ¹	Comments
A. Composition							
Executive Director							
Non-Independent Non-Executive Director							
Independent Non-Executive Director							
Senior Independent Director							
Age							
Years of service in the company							
Gender							
B. Strategy and entrepreneurship							
Experience in developing corporate strategies for growth							
Operates or has relevant industry experience in operating businesses							
C. Legal and regulatory requirements							
Ability to understand, interpret and effectively apply legislative and regulatory changes (including pertinent laws of Malaysia, Bursa Securities Listing Requirements and other legislations)							

¹ The roman numerals represent the individual directors.

Skillsets	I	II	III	IV	V	...¹	Comments
Knowledge on legal, regulatory and business requirements in other countries/regions in which the company operates							
D. Corporate governance, risk management and internal controls							
Working knowledge on duties and responsibilities of the board, board committees and directors							
Hands-on experience in the fields of governance, risk and controls							
E. Audit, accounting, financial reporting and taxation							
Understands financial statements, including ability to read, analyse and interpret financial statements							
Working knowledge on auditing (external and/or internal auditing)							
Familiar with IFRS/MFRS/FRS and their implications to the company							
Working knowledge of the Malaysian tax regime and key provisions affecting the company							
F. Human capital							
Understands and is familiar with human resource legislation and issues							
Experience in the field of talent retention, capacity building, performance evaluation and skill set development (for directors, senior management and employees)							
G. Sales and marketing							
Experience in sales function, including promoting and marketing products/services							
Understands threats from competitors and how to address them							
H. Information technology							
Knowledge on information systems in relation to the operations of the company							
Awareness on potential threats to cyber security and system integrity in the company							
I. Production and quality assurance							
Familiar with products and services of the company							

Skillsets	I	II	III	IV	V	... ¹	Comments
Understands quality issues of products/services							

Checked and compiled by:

Name:

Designation: