



MINORITY SHAREHOLDER WATCHDOG GROUP

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MSWG-ASEAN CORPORATE GOVERNANCE TRANSPARENCY INDEX, FINDINGS AND RECOGNITION 2015 – THE MALAYSIAN CHAPTER

On 10 December 2015, the Minority Shareholder Watchdog Group (MSWG) announced the MSWG-ASEAN CORPORATE GOVERNANCE TRANSPARENCY INDEX, FINDINGS AND RECOGNITION 2015 – THE MALAYSIAN CHAPTER where the Chairman of MSWG, Y.B. Tan Sri Dato' Seri Dr Sulaiman Mahbob delivered the Keynote Address and presented the recognition awards.

MSWG recognised and incentivised corporates which advocated transparency with sustainable performance as well as individuals who championed good corporate governance. The MSWG-ASEAN Corporate Governance Transparency Index – The Malaysian Chapter identified the Top 100 Malaysian PLCs on disclosures from 870 companies that were assessed this year based on their disclosures in their published annual reports as at 31 July 2015, information available on corporate websites and announcements on Bursa Malaysia as of end October 2015. In addition, the Top 100 PLCs were further subjected to the elimination criteria of Return on Equity (ROE) less than 3% for the last three years.

Thus, PLCs cannot be complacent on the issue of corporate governance but should continuously strive to better themselves to ensure their long-term sustainability. The research findings based on MSWG's assessment of the Top 100 PLCs showed that there was a general improvement in terms of disclosures as the CG Transparency Index has increased from 76.82 in 2014 to 80.41 in 2015.

(The Top 100 companies according to ranking in terms of transparency and performance using the ASEAN CG Scorecard methodology are shown in **Appendix I** and **Appendix II** respectively. The salient findings are shown in **Appendix III**.)

Further, the findings showed the percentage of Top 100 companies that disclosed their AGM minutes increased from 26% in 2014 to 37% this year. Disclosure of minutes voluntarily where there are neither rules nor codes is about transparency which should be the culture of companies. It is important for all shareholders to be informed of what transpired at meetings. We hope more companies will publish the minutes of their AGM on their websites, disclosing salient points such as attendance of Board members, detailed results of voting and issues raised.

MSWG has been advocating PLCs to have a balance and heterogeneity in the Boardroom as it is part of good corporate governance. It will help to create a positive impact by providing the board with new insights and perspectives. On gender diversity, MSWG has been actively encouraging PLCs to have more women directors on the board. Whilst we are pleased to note that there has been a slight

improvement in the proportion of women directors in the top 100 listed companies from 9.7% in 2013 to 11.7% in 2014 and 13.4% this year, it renders the 30% target as almost an impossible task to be achieved by 2016. More efforts need to be taken to achieve the target and it is hoped that captains of the industry, both the Chairmen and CEOs as well as institutional investors will take the lead in setting “incremental targets” by appointing independent women directors to boards. (Refer to Table 4 in **Appendix III**).

We also note that almost all the Top 100 PLCs have separation of Chairman and CEO roles which is important for corporate governance (from Table 2 in **Appendix III**). We believe that the separation of roles will provide checks and balances in the Board. An independent Chairman is a CG element as it provides a channel of communication both by minority and majority shareholders without the perception of being biased. However, the percentage of independent Chairmen remained stagnant.

The other key corporate governance statistics that have shown improvements include having disclosures of Board Charter, Code of Ethics, Dividend Policy and Whistleblowing Policy.

There is a total of 13 categories of awards. The recognition awards together with the winners are shown in **Appendix IV**.

-ENDS-

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APPENDIX I - Top 100 Companies According to Ranking based on Transparency

Based on disclosures using the ASEAN CG Scorecard Methodology

Rank	Name Of PLCs
1	BURSA MALAYSIA BHD
2	TELEKOM MALAYSIA BHD
3	CIMB GROUP HOLDINGS BHD
4	MALAYAN BANKING BHD
5	IJM CORPORATION BHD
6	RHB CAPITAL BHD
7	ALLIANZ MALAYSIA BHD
8	PUBLIC BANK BHD
9	AXIATA GROUP BHD
10	IJM PLANTATIONS BHD
11	SIME DARBY BHD
12	LPI CAPITAL BHD
13	UEM SUNRISE BHD
14	UMW OIL & GAS CORPORATION BHD
15	ASTRO MALAYSIA HOLDINGS BHD
16	UMW HOLDINGS BHD
17	SUNWAY BHD
18	TENAGA NASIONAL BHD
19	FELDA GLOBAL VENTURES HOLDINGS BHD
20	MALAYSIA AIRPORTS HOLDINGS BHD
21	MEDIA PRIMA BHD
22	NESTLE (MALAYSIA) BHD
23	MSM MALAYSIA HOLDINGS BHD
24	TOP GLOVE CORPORATION BHD
25	MALAYSIA MARINE AND HEAVY ENGINEERING HOLDINGS BHD
26	PETRONAS CHEMICALS GROUP BHD
27	MALAYSIA BUILDING SOCIETY BHD
28	BRITISH AMERICAN TOBACCO (MALAYSIA) BHD
29	IHH HEALTHCARE BHD
30	MAXIS BHD
31	PARAMOUNT CORPORATION BHD
32	ALLIANCE FINANCIAL GROUP BHD
33	DIGI.COM BHD
34	POS MALAYSIA BHD
35	KLCC PROPERTY HOLDINGS BHD
36	IOI CORPORATION BHD
37	DRB-HICOM BHD
38	PETRONAS GAS BHD
39	BIMB HOLDINGS BHD
40	UEM EDGENTA BHD
41	IOI PROPERTIES GROUP BHD

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Rank	Name Of PLCs
42	PETRONAS DAGANGAN BHD
43	BUMI ARMADA BHD
44	PRESTARIANG BHD
45	KPJ HEALTHCARE BHD
46	AFFIN HOLDINGS BHD
47	GUINNESS ANCHOR BHD
48	BARAKAH OFFSHORE PETROLEUM BHD
49	TIEN WAH PRESS HOLDINGS BHD
50	FRASER & NEAVE HOLDINGS BHD
51	SCOMI ENERGY SERVICES BHD
52	MISC BHD
53	KULIM (MALAYSIA) BHD
54	DAIBOCHI PLASTIC AND PACKAGING INDUSTRY BHD
55	UNITED PLANTATIONS BHD
56	RGB INTERNATIONAL BHD
57	CCM DUOPHARMA BIOTECH BHD
58	HONG LEONG FINANCIAL GROUP BHD
59	HONG LEONG BANK BHD
60	CAHYA MATA SARAWAK BHD
61	BINTULU PORT HOLDINGS BHD
62	PETRA ENERGY BHD
63	MASTER-PACK GROUP BHD
64	MANULIFE HOLDINGS BHD
65	DELEUM BHD
66	CARLSBERG BREWERY MALAYSIA BHD
67	AMWAY (MALAYSIA) HOLDINGS BHD
68	OSK HOLDINGS BHD
69	SALCON BHD
70	OSK PROPERTY HOLDINGS BHD
71	OSK VENTURES INTERNATIONAL BHD
72	PERISAI PETROLEUM TEKNOLOGI BHD
73	KUMPULAN PERANGSANG SELANGOR BHD
74	BENALEC HOLDINGS BHD
75	HARTALEGA HOLDINGS BHD
76	DIALOG GROUP BHD
77	PROGRESSIVE IMPACT CORPORATION BHD
78	NAIM HOLDINGS BHD
79	WESTPORTS HOLDINGS BHD
80	GADANG HOLDINGS BHD
81	GD EXPRESS CARRIER BHD
82	PARKSON HOLDINGS BHD
83	SARAWAK PLANTATION BHD
84	APEX HEALTHCARE BHD

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Rank	Name Of PLCs
85	GHL SYSTEMS BHD
86	ENGTEX GROUP BHD
87	HAI-O ENTERPRISE BHD
88	KUALA LUMPUR KEPONG BHD
89	MY E.G.SERVICES BHD
90	TRIPLC BHD
91	ECS ICT BHD
92	OLDTOWN BHD
93	MESB BHD
94	KANGER INTERNATIONAL BHD
95	TEO SENG CAPITAL BHD
96	CENSOF HOLDINGS BHD
97	AIRASIA BHD
98	CARING PHARMACY GROUP BHD
99	LAND & GENERAL BHD
100	UCHI TECHNOLOGIES BHD

APPENDIX II - Top 100 Companies According to Ranking based on Transparency and Performance

Based on disclosures using the ASEAN CG Scorecard Methodology

Rank	Name Of PLCs
1	BURSA MALAYSIA BHD
2	TELEKOM MALAYSIA BHD
3	PUBLIC BANK BHD
4	MALAYAN BANKING BHD
5	ALLIANZ MALAYSIA BHD
6	CIMB GROUP HOLDINGS BHD
7	SUNWAY BHD
8	IJM CORPORATION BHD
9	NESTLE (MALAYSIA) BHD
10	ASTRO MALAYSIA HOLDINGS BHD
11	AXIATA GROUP BHD
12	RHB CAPITAL BHD
13	LPI CAPITAL BHD
14	TOP GLOVE CORPORATION BHD
15	UMW OIL & GAS CORPORATION BHD
16	TENAGA NASIONAL BHD
17	BRITISH AMERICAN TOBACCO (MALAYSIA) BHD
18	MAXIS BHD
19	SIME DARBY BHD
20	DIGI.COM BHD
21	MALAYSIA BUILDING SOCIETY BHD
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23	UMW HOLDINGS BHD
24	MALAYSIA AIRPORTS HOLDINGS BHD
25	MSM MALAYSIA HOLDINGS BHD
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28	UEM EDGENTA BHD
29	BARAKAH OFFSHORE PETROLEUM BHD
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36	BIMB HOLDINGS BHD
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38	OSK HOLDINGS BHD
39	KLCC PROPERTY HOLDINGS BHD
40	GUINNESS ANCHOR BHD
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43	IHH HEALTHCARE BHD
44	HARTALEGA HOLDINGS BHD
45	DAIBOCHI PLASTIC AND PACKAGING INDUSTRY BHD
46	CCM DUOPHARMA BIOTECH BHD
47	MALAYSIA MARINE AND HEAVY ENGINEERING HOLDINGS BHD
48	CARLSBERG BREWERY MALAYSIA BHD
49	AMWAY (MALAYSIA) HOLDINGS BHD
50	WESTPORTS HOLDINGS BHD
51	GD EXPRESS CARRIER BHD
52	MY E.G.SERVICES BHD
53	TRIPLC BHD
54	OSK PROPERTY HOLDINGS BHD
55	UCHI TECHNOLOGIES BHD
56	PETRONAS DAGANGAN BHD
57	WELLCALL HOLDINGS BHD
58	RGB INTERNATIONAL BHD
59	DIALOG GROUP BHD
60	CAHYA MATA SARAWAK BHD
61	FRASER & NEAVE HOLDINGS BHD
62	NAIM HOLDINGS BHD
63	SYARIKAT TAKAFUL MALAYSIA BHD
64	MATRIX CONCEPTS HOLDINGS BHD
65	DUTCH LADY MILK INDUSTRIES BHD
66	KPJ HEALTHCARE BHD
67	HONG LEONG FINANCIAL GROUP BHD
68	MISC BHD
69	KUMPULAN PERANGSANG SELANGOR BHD
70	UNITED PLANTATIONS BHD
71	BINTULU PORT HOLDINGS BHD
72	PUNCAK NIAGA HOLDINGS BHD
73	SIGNATURE INTERNATIONAL BHD
74	KOSSAN RUBBER INDUSTRIES BHD
75	E.A.TECHNIQUE (M) BHD
76	TAMBUN INDAH LAND BHD
77	DRB-HICOM BHD
78	MASTER-PACK GROUP BHD
79	DATASONIC GROUP BHD
80	GADANG HOLDINGS BHD
81	SCICOM (MSC) BHD
82	APEX HEALTHCARE BHD
83	HAI-O ENTERPRISE BHD
84	ENGTEX GROUP BHD

APPENDIX II - Top 100 Companies According to Ranking based on Transparency and Performance

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85	ECS ICT BHD
86	MESB BHD
87	IOI PROPERTIES GROUP BHD
88	SCOMI ENERGY SERVICES BHD
89	TEO SENG CAPITAL BHD
90	HONG LEONG BANK BHD
91	TALIWORKS CORPORATION BHD
92	BUMI ARMADA BHD
93	TIEN WAH PRESS HOLDINGS BHD
94	PROGRESSIVE IMPACT CORPORATION BHD
95	HENG HUAT RESOURCES GROUP BHD
96	HAP SENG CONSOLIDATED BHD
97	GAMUDA BHD
98	AFFIN HOLDINGS BHD
99	LAFARGE MALAYSIA BHD
100	GHL SYSTEMS BHD

APPENDIX III – Salient Findings

Table 1 – Transparency Index for Top 100

Corporate Governance Base Score	2015	2014	2013	2012	2011	2010	2009
Average Overall Score for Top 100	80.41	76.82	75.99	68.20	66.90	66.00	66.40
Average Overall Score for all Companies	62.98	60.23	61.59	56.70	57.50	55.60	52.00

Table 2 – Key Board Statistics for Top 100

Key Board Statistics	2015	2014	2013	2012
Separation of Chairman & CEO	96%	95%	95%	94%
Independent Chairman	45%	45%	43%	40%
Board Balance: ≥50% INEDs	66%	51%	35%	33%
Board assessments carried out	95%	81%	77%	76%
Tenureship of INEDs > 9 years	44%	46%	38%	34%
Average INED tenureship (Year)	6	6	6	7
Existence of Nomination Committee	100%	100%	100%	98%
NC comprised majority of INEDs	96%	99%	94%	94%
Existence of Remuneration Committee	99%	98%	94%	99%
RC comprised majority of INEDs	86%	86%	81%	87%

Table 3 – Key CG Statistics for Top 100

Other Disclosures	2015	2014	2013	2012
Companies having Code of Ethics	77%	68%	57%	58%
Companies that published AGM Minutes	37%	26%	7%	1%
Companies that published M&A	28%	22%	11%	8%
Annual Financial Report released within 4 months	99%	82%	81%	81%

Table 4 – Women on Boards for Top 100

Women on Boards	2015	2014	2013	2012
Total No. of Women on boards	13.4%	11.7%	9.7%	9%

APPENDIX IV

MSWG-ASEAN CORPORATE GOVERNANCE TRANSPARENCY INDEX AND FINDINGS 2015

- THE MALAYSIAN CHAPTER

WINNERS

No.	Categories	Objectives / Criteria	Winners
1.	Excellence Award For Top CG And Performance (Overall)	<p><u>Objective</u> To encourage and recognise PLCs with the best corporate governance practices based on the ASEAN CG Scorecard methodology in terms of quality disclosure and good performance.</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Top 5 PLCs with highest scores in the ASEAN CG Scorecard and performance category 	<ol style="list-style-type: none"> 1. Bursa Malaysia Berhad 2. Telekom Malaysia Berhad 3. Public Bank Berhad 4. Malayan Banking Berhad 5. Allianz Malaysia Berhad
2.	Merit Award For Top CG And Performance	<p><u>Objective</u> To encourage and recognise mid and small cap PLCs to embrace corporate governance practices based on the ASEAN CG Scorecard methodology in terms of quality disclosure and good performance.</p>	<ul style="list-style-type: none"> • Market Cap between RM 300 million to RM 1 billion <ol style="list-style-type: none"> 1. Paramount Corporation Berhad 2. Deleum Berhad 3. Daibochi Plastic and Packaging Industry Berhad 4. CCM Duopharma Biotech Berhad • Market Cap between RM 100 million to RM 300 million <ol style="list-style-type: none"> 1. RGB International Berhad 2. Signature International Berhad • Market Cap below RM 100 million <ul style="list-style-type: none"> - Master-Pack Group Berhad
3.	Merit Award For Most Improved	<p><u>Objective</u> To encourage and recognise PLCs which have the most improvement in the quality disclosure and adoption of corporate governance practices.</p>	<ol style="list-style-type: none"> 1. Allianz Malaysia Berhad 2. Top Glove Corporation Berhad
4.	Excellence Award For Long-Term Value	<p><u>Objective</u> To encourage and recognise PLCs which have</p>	<ol style="list-style-type: none"> 1. Telekom Malaysia Berhad

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No.	Categories	Objectives / Criteria	Winners
	Creation (Overall Category)	delivered exceptional value to shareholders through the creation of economic profit in long-term.	2. Public Bank Berhad 3. Top Glove Corporation Berhad
5.	Excellence Award For ESG Practices	<p><u>Objective</u> To encourage and recognise PLCs which have good policies on environment, social and governance (ESG) and implement such activities effectively with strong emphasis on sustainability.</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Has a separate CSR Section or standalone CR or Sustainability Report ▪ Sustainability policy ▪ Policies on addressing community, environment, workplace, market place, health, safety and various stakeholders such as customers, suppliers etc. ▪ Disclosures of activities relating to the above. ▪ Performance - enhancing mechanisms for employee participation. ▪ Companies with at least Transparency above 65 points and Overall (Transparency & Performance) above 50 points. 	1. Axiata Group Berhad 2. Sime Darby Berhad 3. DiGi.Com Berhad
6.	Merit Award For Most Prompt AGM	<p><u>Objective</u> To encourage and recognise PLCs which are able to hold the AGM as soon as possible after closing of the financial year end.</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Selection from the Top 100 Overall ▪ Has published AGM Minutes ▪ First company to hold its AGM after closing of financial year end. 	LPI Capital Berhad
7.	Merit Award For AGM Conduct & Minutes Disclosure (Overall Category)	<p><u>Objective</u> To encourage and recognise PLCs which conduct their AGMs very well and effectively to the satisfaction of shareholders and took cognizance of their rights as well as published exemplary AGM Minutes.</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Published quality AGM Minutes ▪ Timeliness in holding AGM ▪ Efficiency of registration ▪ Board's attendance at AGM ▪ Presentation of review of Financial Performance ▪ Board's response to questions posed by 	<ul style="list-style-type: none"> • Overall Category <ol style="list-style-type: none"> 1. Axiata Group Berhad 2. CIMB Group Holdings Berhad 3. Telekom Malaysia Berhad • Market Cap below RM 300 million <ul style="list-style-type: none"> - Hai-O Enterprise Berhad

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No.	Categories	Objectives / Criteria	Winners
		<p>shareholders</p> <ul style="list-style-type: none"> ▪ Introduction of Board Members, Company Secretary, Auditor and key management staff ▪ Brief explanation on background/rationale of each resolution ▪ Encouraging shareholders to ask questions ▪ Shareholders' feedback on proceedings of AGM ▪ Companies with at least Transparency above 65 points and Overall (Transparency & Performance) above 50 points. 	
8.	Merit Award For Board Diversity	<p><u>Objective</u> To encourage and recognize PLCs with the best corporate governance practices based on the ASEAN CG Scorecard methodology in terms of quality disclosure and good performance that have the most balanced and diverse boards that can nurture diverse and innovative ideas and better sharing whilst avoiding "group think" and also with a structure that encourages collegiality and in line with the principle of making decisions in the best interests of the company and stakeholders.</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Skill sets ▪ Gender diversity of least 30% with at least one Female Independent Director ▪ Age ▪ Ethnicity ▪ Balanced composition of EDs and NEDs which skewed towards at least 50% INEDs ▪ Companies with Transparency of at least above 65 points and Overall (Transparency & Performance) above 50 points. 	Top Glove Corporation Berhad
9.	Industry Excellence	<p><u>Objective</u> To encourage and recognise PLCs in their respective industries/sectors with the best corporate governance practices based on the ASEAN CG Scorecard methodology in terms of quality disclosure and good performance.</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Top PLCs with the highest scores in the ASEAN CG Scorecard and performance category in each industry/sector. ▪ From the Top Overall 100 PLCs. 	<ul style="list-style-type: none"> • Plantation <ul style="list-style-type: none"> - Sime Darby Berhad • Financial <ul style="list-style-type: none"> - Public Bank Berhad • Property & Construction <ul style="list-style-type: none"> - Sunway Berhad • Oil & Gas <ul style="list-style-type: none"> - Petronas Chemicals Group Berhad • Food & Beverage <ul style="list-style-type: none"> - Nestle (Malaysia) Berhad

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No.	Categories	Objectives / Criteria	Winners
			<ul style="list-style-type: none"> • Manufacturing <ul style="list-style-type: none"> - Top Glove Corporation Berhad • Consumer Goods & Services <ul style="list-style-type: none"> - British American Tobacco (Malaysia) Berhad • Healthcare <ul style="list-style-type: none"> - IHH Healthcare Berhad • Telecommunications & Media <ul style="list-style-type: none"> - Telekom Malaysia Berhad • Port & Utilities <ul style="list-style-type: none"> - Tenaga Nasional Berhad
10.	Merit Award For CG Disclosures	<p><u>Objective</u> To encourage and recognise PLCs with the best corporate governance practices based on the ASEAN CG Scorecard methodology in terms of quality disclosure</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Top PLCs with the highest scores in the Base Score (Level 1 and Level 2) ▪ Must have published AGM Minutes 	<ol style="list-style-type: none"> 1. Bursa Malaysia Berhad 2. Telekom Malaysia Berhad 3. CIMB Group Holdings Berhad 4. Malayan Banking Berhad 5. IJM Corporation Berhad 6. RHB Capital Berhad 7. Public Bank Berhad 8. Axiata Group Berhad 9. IJM Plantations Berhad 10. LPI Capital Berhad
11.	CEO Of The Year	<p><u>Objective</u> To award the CEO who is visionary, entrepreneurial, dynamic and makes a good presentation of the Company's financial performance and industry outlook at</p>	Tan Sri Dato' Sri Zamzamairani Mohd Isa (Telekom Malaysia Berhad)

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No.	Categories	Objectives / Criteria	Winners
		<p>the AGM and responds well to shareholders' questions.</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Publishes the Minutes of AGM in the Company's website. ▪ Visionary, entrepreneurial and dynamic ▪ Presents himself/herself very well at the AGM/EGM ▪ Responds well to shareholders' questions ▪ Knowledgeable in the Company's business ▪ Successfully leads the company to venture overseas ▪ Treats all stakeholders fairly ▪ Participates in public forums, showcasing and encouraging good CG practices ▪ His company must be in the Top Overall 100 PLCs 	
12.	Regional Recognition Award For CG Contribution	<p><u>Objective</u> To award an individual in the ASEAN region who had contributed immensely in the promotion of governance and minority rights in the country.</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Created impact in good corporate governance in his/her country 	Professor Mak Yuen Teen
13.	Recognition Award For Contribution Towards Enhancing CG Practices In Malaysia	<p><u>Objective</u> To award an individual in the ASEAN region who had contributed immensely in the promotion of governance and minority rights in the country.</p> <p><u>Criteria</u></p> <ul style="list-style-type: none"> ▪ Created impact in good corporate governance in his/her country 	<ul style="list-style-type: none"> - Mr Goh Ching Yin (Securities Commission Malaysia) - Ms Selvarany Rasiah (Bursa Malaysia Berhad) - Encik Wan Kamaruzaman Bin Wan Ahmad (Kumpulan Wang Persaraan (Diperbadankan))