

# **MANAGEPAY SYSTEMS BERHAD**

(Company No. 887689-D)

## **TERMS OF REFERENCE OF AUDIT AND RISK MANAGEMENT COMMITTEE**

### **1. OBJECTIVE**

The objective of the Audit and Risk Management Committee is to assist the Board of Directors in fulfilling the following oversight objectives on the Group activities:-

- 1.1 Review and assess the Group's processes relating to its risks and control environment;
- 1.2 Review and assess the accounting and reporting practices of the Company and its subsidiaries;
- 1.3 Review and assess the Group's quarterly and year-end financial reporting;
- 1.4 Review and assess the internal and external audit processes;
- 1.5 Review and assess the conflict of interest situations and related party transactions
- 1.6 Maintain open lines of communication between the Board, the internal auditors and the external auditors for the exchange of views and information, as well as to confirm their respective authority and responsibilities; and
- 1.7 Determine the adequacy of the Group's administrative, operating and accounting controls.
- 1.8 To ensure that a risk management framework is embedded throughout Managepay Systems Berhad;
- 1.9 To ensure that the risk management framework is consistently adopted throughout the organisation and is within the parameters established by the Board; and
- 1.10 To ensure compliance with external requirements such as Bursa Securities' Statement on Risk Management and Internal Control.

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## 2. COMPOSITION AND MEMBERSHIPS

The Audit and Risk Management Committee shall be appointed by the Board of Directors from among its members who fulfill the following requirements: -

- 2.1 The Audit and Risk Management Committee must be composed of not fewer than three (3) members;
- 2.2 All members of the Audit and Risk Management Committee must be Independent Non-Executive Directors.
- 2.3 The members of the Audit and Risk Management Committee shall elect a Chairman from among their number who shall be an Independent Non-Executive Director. The Chairman of the Board shall not be the Chairman of the Audit and Risk Management Committee.
- 2.4 All the members of the Audit and Risk Management Committee shall be financially literate and are able to understand matters under purview of the Audit and Risk Management Committee including financial reporting process. All members of the Audit and Risk Management Committee should undertake continuous professional development to keep themselves abreast of relevant development in accounting and auditing standards, practices and rules.

At least one member of the Audit and Risk Management Committee: -

- 2.4.1 must be a member of the Malaysian Institute of Accountants; or
- 2.4.2 if he/she is not a member of the Malaysian Institute of Accountants, he/she must have at least three (3) years' working experience; and
  - he/she must have passed the examinations specified in Part I of the First Schedule of the Accountants Act 1967; or
  - he/she must be a member of one of the associations of accountants specified in Part II of the First Schedule of the Accountants Act 1967; or
- 2.4.3 fulfils such other requirements as prescribed or approved by Bursa Malaysia Securities Berhad ("Bursa Securities") and/or such other relevant authorities from time to time;

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## **2. COMPOSITION AND MEMBERSHIPS (CONTINUED)**

- 2.5 No Alternate Director shall be appointed as a member of the Audit and Risk Management Committee; and
- 2.6 No former key audit partner shall be appointed as a member of the Audit and Risk Management Committee, unless he/she has observed a cooling-off period of at least two (2) years before for such appointment.
- 2.7 Subject to any regulatory disqualification, members of the Audit and Risk Management Committee shall not be removed except by the Board. In the event of any vacancy in the Audit and Risk Management Committee (including the Chairman), the Board shall within three (3) months fill the same so as to comply with all regulatory requirements. The Board must via Nomination Committee review the term of office and performance of the Audit and Risk Management Committee and each of its members annually to determine whether the Audit and Risk Management Committee and its members have carried out their duties in accordance with its Terms of Reference.

## **3. SECRETARY**

The Company Secretary or other appropriate senior official shall act as the Secretary of the Audit and Risk Management Committee and shall be responsible for drawing up the agenda with the concurrence of the Chairman and circulating it within a reasonable period prior to the meeting, supported by explanatory documentation to Audit and Risk Management Committee members prior to each meeting.

## **4. QUORUM AND VOTING**

The quorum for all meetings of the Audit and Risk Management Committee shall consist of a majority of Independent Non-Executive Directors. All meetings shall be chaired by the Chairman; if the Chairman is absent at any meeting, it shall be chaired by another Independent Non-Executive Director.

All resolutions of the Audit and Risk Management Committee shall be adopted by a simple majority vote, each member having one vote. In case of equality of votes, the Chairman of the meeting shall have a second or casting vote.

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## **5. MEETINGS AND ATTENDANCE**

- 5.1 Meetings shall be held not less than four (4) times a year and such additional meetings as the Chairman shall decide in order to fulfill its duties.
- 5.2 The meeting shall normally be attended by the Executive in charge of Finance, Internal Audit and Corporate Governance at the invitation of the Audit and Risk Management Committee.
- 5.3 The external auditors are normally invited to attend meetings as and when necessary.
- 5.4 Other Board Members and employees may attend meetings only upon the invitation of the Audit and Risk Management Committee.
- 5.5 However, at least once a year, the Audit and Risk Management Committee shall meet with the external auditors without any Executive Board members and employees present. The external auditors may also request additional meeting if they consider it necessary.
- 5.6 The Secretary of the Audit and Risk Management Committee shall provide the necessary administrative and secretarial services for the effective functioning of the Audit and Risk Management Committee. The minutes shall be circulated to the Audit and Risk Management Committee members and to all other members of the Board.
- 5.7 A resolution in writing, signed by all the members of the Audit and Risk Management Committee, shall be as effectual as if it has been passed at a meeting of the Audit and Risk Management Committee duly convened and held. Any such resolution may consist of several documents in like form, each signed by one or more Audit and Risk Management Committee members.

The Secretary shall on the requisition of the members of the Audit and Risk Management Committee summon a meeting of the Audit and Risk Management Committee and, except in the case of an emergency, reasonable notice of every Audit and Risk Management Committee meeting shall be given in writing.

- 5.8 The Audit and Risk Management Committee may conduct its meeting to include participation thereat by any member or invitee via video or teleconferencing or any other means of audio or audio – visual communications.

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## **6. AUTHORITY**

The Audit and Risk Management Committee shall have authority to investigate any matter within its Terms of Reference.

The Audit and Risk Management Committee is authorised to seek any information it requires from employees, who are required to cooperate with any request made by the Audit and Risk Management Committee, and it shall have full and unrestricted access to any information pertaining to the Company and Group.

The Audit and Risk Management Committee shall have direct communication channels with the internal and external auditors and with senior management of the Group and shall be able to convene meetings with external auditors, internal auditors or both, excluding the attendance of Executive Directors and employees of the Company, whenever deemed necessary.

The Audit and Risk Management Committee shall have the resources that are required to perform its duties. The Audit and Risk Management Committee shall be able to obtain, at the expense of the Company, outside legal or other independent professional advice it considers necessary.

Where the Audit and Risk Management Committee is of the view that a matter reported by it to the Board has not been satisfactorily resolved resulting in a breach of the ACE Market Listing Requirements of Bursa Securities, the Audit and Risk Management Committee shall promptly report such matter to the Bursa Securities.

Whilst the Board still retains the ultimate responsibility for risk management and for determining the appropriate level of risk appetite, the Audit and Risk Management Committee is established to provide assurance concerning the Company's risk profile to the Board.

The Board has delegated authority to Audit and Risk Management Committee with a remit that encompasses risk management activities within the Company including compliance with the risk management framework. The Audit and Risk Management Committee reports to the Board of Managepay Systems Berhad.

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## **7. RESPONSIBILITY AND DUTIES**

In fulfilling its primary objectives, the Audit and Risk Management Committee shall undertake the following responsibilities and duties:-

- 7.1 Review with the external auditors, the audit scope and plan, including any changes to the planned scope of the audit plan.
- 7.2 Review the adequacy of the internal audit scope and plan, functions, competency and resources of the internal audit function and that it has the necessary authority to carry out its work.
- 7.3 Ensure that the internal audit function is independent of the activities it audits and the internal auditors shall report directly to the Audit and Risk Management Committee. The head of internal audit should have the relevant qualifications and be responsible for providing assurance to the Audit and Risk Management Committee that the internal controls are operating effectively. The head of internal audit shall be responsible for the regular review and/or appraisal of the effectiveness of the risk management, internal control and governance processes within the Company.
- 7.4 Review any appraisal or assessment of the performance of members of the internal audit function.
- 7.5 Conduct an annual review and periodic testing of the Group's internal control and risk management framework;
- 7.6 Take cognisance of resignations of internal audit staff members (for in-house internal audit function) or the internal audit service provider (for outsourced internal audit function) and provide the resigning staff member or the internal audit service provider an opportunity to submit his/her reasons for resigning.
- 7.7 Review the external and internal audit reports to ensure that appropriate and prompt remedial action is taken by management on major deficiencies in control or procedures that are identified.
- 7.8 Review the internal audit plan, process and results of the internal audit assessments, investigation undertaken and whether or not appropriate action is taken on the recommendations of the members of internal audit function.
- 7.9 Review the assistance given by the Group's officers to the auditors, and any difficulties encountered in the course of the audit work, including any restrictions on the scope of activities or access to required information.

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## 7. RESPONSIBILITY AND DUTIES (CONTINUED)

7.10 Review the independence and objectivity of the external auditors and their services, including non-audit services and the professional fees, so as to ensure a proper balance between objectivity and value for money.

7.11 Review the appointment/re-appointment and performance of external auditors, the audit fee, any question of resignation or dismissal and to carry out annual assessment on the performance and the suitability of the external auditors. In considering the appointment/re-appointment of the external auditors, the Audit and Risk Management Committee is to consider among others:-

- (i) the adequacy of the experience, audit quality and resources capacity of the accounting firm;
- (ii) the persons assigned to the audit;
- (iii) the accounting firm's audit engagements;
- (iv) the size and complexity of the Company and Group being audited; and
- (v) the number and experience of supervisory and professional staff assigned to the particular audit.

The Audit and Risk Management Committee also considers the objectivity and the independence of the external auditors as below:-

- (i) the external auditors' ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the external audit plan;
- (ii) the nature of the non-audit services provided by the external auditors and fees paid for such services relative to the audit fee;
- (iii) whether there are safeguards in place to ensure that there is no threat to the objectivity and independence of the audit arising from the provision of non-audit services or tenure of the external auditors; and
- (iv) obtaining a written assurance from the external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

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### **7. RESPONSIBILITY AND DUTIES (CONTINUED)**

- 7.12 Review the Internal Audit Charter, budget and staffing of the internal audit functions.
- 7.13 Review the adequacy, effectiveness and integrity of internal control systems, including enterprise risk management, management information system, and the internal auditors' and/or external auditors' evaluation of the said systems.
- 7.14 Direct and where appropriate supervise any special projects or investigation considered necessary, and review investigation reports on any major defalcation, frauds and thefts and management's response.
- 7.15 Review the quarterly results and the year end financial statements, prior to the approval by the Board focusing particularly on:-
  - 7.15.1 changes in or implementation of major accounting policy and practices;
  - 7.15.2 the going concern assumption;
  - 7.15.3 significant matters highlighted including financial reporting issues, significant judgements made by management, significant and unusual events or transactions and how these matters are being addressed; and
  - 7.15.4 compliance with applicable financial reporting standards and other legal requirements.
- 7.16 Review procedures in place to ensure that the Group complies with the Companies Act 2016, ACE Market Listing Requirements of Bursa Securities and other legislative and reporting requirements.
- 7.17 Review any related party transactions and conflict of interest situation that may arise within the Company or the Group, including any transactions, procedure or course of conduct that raises questions of management integrity.
- 7.18 Prepare reports, if the circumstances arise or at least once (1) a year, to the Board summarising the activities or work performed in fulfilling the Audit and Risk Management Committee's primary responsibilities, including details of relevant training attended by each Committee member.
- 7.19 Review the annual enterprise risk profile of the Group (including risk registers) and evaluate the Risk Manager's risk assessments of the Group and his plans to mitigate business risks as identified from time to time.



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## **7. RESPONSIBILITY AND DUTIES (CONTINUED)**

7.20 Discuss the contracts and nature for the provision of non-audit services which can be entered into by the Group with the external auditors or its affiliates and procedures that must be followed. The contracts cannot be entered into should include:-

7.20.1 Management consulting;

7.20.2 Strategic decision;

7.20.3 Internal audit;

7.20.4 Policy and standard operating procedures documentation;

7.20.5 Accounting and book keeping services;

7.20.6 Taxation services;

7.20.7 Litigation support services

7.20.8 Corporate finance services.

In the event that the non-audit fees paid to the Company's external auditors, or a firm or corporation affiliated to the external auditors' firm are significant (i.e. exceed 50% of the total amount of audit fees paid to the Company's external auditors), the Company is required to state the details on the nature of non-audit services rendered in the Report of Audit and Risk Management Committee.

7.21 Any other activities, as authorised by the Board.

7.22 To perform any other functions or responsibilities as may be required of them as prescribed by Bursa Securities or any other relevant authorities from time to time.

The Chairman of the Audit and Risk Management Committee shall engage on a continuous basis with senior management, internal auditors and the external auditors in order to be kept informed of matters affecting the Company.

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## **7. RESPONSIBILITY AND DUTIES (CONTINUED)**

7.23 The Audit and Risk Management Committee advises the Board and makes recommendation with respect to the adequacy of the Company's approach in identifying and managing risks. Specific responsibilities include:

- (i) Establishing risk management structure:
  - Formalising Risk Management Policy & Procedures; and
  - Ensure that the Company's risk management framework have been implemented and consistently applied.
  
- (ii) Establishing risk management processes:
  - Ensure there is a structured and systematic process for identifying, evaluating and managing risks facing Managepay Systems Berhad; and
  - Receive reports on the outcome of the risk assessment exercises and review the results to ensure alignment with the Company's risk management policy.
  
- (iii) Embedding risk management process & culture throughout the Company:
  - Ensure Risk Management Policy & Procedures is clearly communicated to relevant personnel of the Company; and
  - Ensuring that appropriate training in risk management is conducted at key levels to create awareness.
  
- (iv) Establishing reporting and monitoring mechanism:
  - Ensure that appropriate reporting and feedback is received from the Management on a quarterly basis with regards to risk management activity carried out;
  - Responsible for reporting the Company's Risk Profile to the Board on quarterly basis; and
  - Responsible for reporting immediately to the Board on any major changes to the risk profile that requires immediate attention.

## **8. REPORTING RESPONSIBILITIES**

The Chairman of the Audit and Risk Management Committee shall report to the Board on its proceedings after each meeting on all matters with its duties and responsibilities.

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### **9. ANNUAL GENERAL MEETING**

The Chairman of the Audit and Risk Management Committee should attend the Annual General Meeting of the Company to answer any questions raised by the shareholders relating to the activities of the Audit Committee.

### **10. REVISION OF THE TERMS OF REFERENCE**

- 10.1 Any revisions or amendments to this Terms of Reference, as proposed by the Audit and Risk Management Committee or any third party, shall be presented to the Board for approval; and
- 10.2 Upon the Board's approval, the said revisions or amendments shall form part of this Term of Reference and this Term of Reference shall be considered duly revised or amended.
- 10.3 The Terms of Reference shall be reviewed and updated regularly or as and when there are changes to the Recommendation of Malaysian Code on Corporate Governance, Listing Requirements of Bursa Securities or any other regulatory requirements. It should also be reviewed and updated when there are changes to the direction or strategies of the Company that may affect the Audit and Risk Management Committee's role.
- 10.4 The duly revised or amended copy of this Terms of Reference should be uploaded on the Company's website.