



KUMPULAN PERANGSANG SELANGOR BERHAD

(Company Registration No:197501002218)

ANTI-BRIBERY AND CORRUPTION POLICY VERSION 1/2019

APPROVED BY BOARD

28 NOVEMBER 2019

This Policy is applicable to Perangsang Selangor and Subsidiary Companies.

**KUMPULAN PERANGSANG SELANGOR BERHAD
ANTI-BRIBERY AND CORRUPTION POLICY**

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1.0 INTRODUCTION

1.1 Background

- 1.1.1 Kumpulan Perangsang Selangor Berhad (“**Perangsang Selangor**”) takes a zero-tolerance approach towards bribery and corruption, and is committed to behaving professionally, fairly and with integrity in all business dealings and relationships wherever Perangsang Selangor and its subsidiary companies (Perangsang Selangor Group”) operate, and implementing and enforcing effective systems to counter bribery and corruption.
- 1.1.2 This Anti-Bribery and Corruption Policy (the “**Policy**”) intends to fulfil the requirements set forth in the Guidelines on Adequate Procedures issued on 10 December 2018 by the Prime Minister’s Office pursuant to subsection (5) of section 17A of the Malaysian Anti-Corruption Commission Act 2009 (Act 694) (MACC Act 2009), as stated in the Malaysian Anti-Corruption Commission (Amendment) Act 2018 (MACC Amendment Act 2018).
- 1.1.3 The Policy is not intended to provide definitive answers to all questions regarding bribery and corruption. Rather, it is intended to provide guidance to employees and persons who perform services for or on behalf of Perangsang Selangor Group (collectively “persons associated with a commercial organisation”) concerning bribery and other corrupt activities and issues that may arise in the course of business.

1.2 Scope

- 1.2.1 The fundamental standards of integrity under which Perangsang Selangor operate do not vary depending on where Perangsang Selangor work or who it is dealing with.
- 1.2.2 This policy is applicable to Perangsang Selangor, its controlled organisations, business associates acting on Perangsang Selangor’s behalf, the Board of Directors and all Perangsang Selangor employees.
- 1.2.3 Joint-venture companies in which Perangsang Selangor is non-controlling or co-venture and associated companies are encouraged to adopt these or similar principles. External providers are also expected to comply with this policy in relation to all work conducted with Perangsang Selangor, or on Perangsang Selangor’s behalf.

1.3 Responsibility

- a) All business unit(s) within Perangsang Selangor and subsidiary companies are primarily responsible for complying to this Policy; and
- b) The Legal and Compliance Department is the owner of this Policy. Apart from it, Legal and Compliance Department has full responsibility in the development and maintenance of this Policy including any reviews, changes, amendments, additions or deletions of any provision of this Policy.

1.4 **Approving Authority**

a) **Perangsang Selangor**

The Board of Perangsang Selangor is the approving authority of this Policy.

b) **Subsidiary Companies**

The subsidiary companies are to adopt this Policy upon approval by its Board.

1.5 **Date of Implementation**

This Policy is effective immediately upon approval by the Board of Perangsang Selangor ("**Board**"). For the subsidiary companies, this Policy is effective immediately upon further approval by the respective Board.

1.6 **Review Frequency**

This Policy will be reviewed by Legal and Compliance Department every three (3) years at the latest, to ensure the effectiveness of the management and implementation of this Policy.

1.7 **Definition**

The key terms and acronyms appeared in this Policy shall be defined as per **Appendix I**.

1.8 **Reference**

The company's anti-corruption practices and policies are in adherence to all relevant Malaysian laws, including the Malaysian Anti-Corruption Commission Act 2009 and Malaysian Anti-Corruption Commission (Amendment) Act 2018. This document should be read together with the following guidance and policies:

- a) Code of Conduct
- b) Employees Handbook
- c) Whistleblowing Policy
- d) Malaysian Anti-Corruption Commission Act 2009

- e) Malaysian Anti-Corruption Commission (Amendment) Act 2018
- f) Anti-Money Laundering and Anti-Terrorism Financing Act 2001

2.0 OBJECTIVES

This Policy:

- 2.1 set out Perangsang Selangor's responsibilities, and the responsibilities of those working for or with Perangsang Selangor in observing and upholding Perangsang Selangor's position on bribery and corruption;
- 2.2 ensure that Perangsang Selangor has adequate procedures in place to prevent and detect bribery and corruption;
- 2.3 provide information and guidance to those working for or with Perangsang Selangor on how to recognize and deal with potential bribery and corruption issues; and
- 2.4 protect Perangsang Selangor against the possible penalties and repercussions resulting from acts of bribery and corruption or being associated with such behaviour.

3.0 STATEMENT OF POLICY

It is Perangsang Selangor Group policy to conduct all businesses in an honest and ethical manner and consistent with Perangsang Selangor's core values of **PRIDE, RESPECT, INTEGRITY, DISCIPLINE** and **EXTRA-MILE**. Perangsang Selangor will uphold all laws relevant to countering bribery and corruption in order to uphold honesty and integrity in its business.

4.0 KEY PRINCIPLES

This Policy establishes the overarching principles and commitment to action for Perangsang Selangor Group with respect to achieving compliance premised on the following key principles:

- a) Underline the Perangsang Selangor Group's commitment to conducting its business in accordance with all applicable laws, rules and regulations and the highest ethical standards.
- b) Reiterate commitment to full compliance by Perangsang Selangor Group, its subsidiaries and affiliates, and its officers, directors, employees, service providers, consultants, contractors and agents (if applicable) to the Malaysian Anti-Corruption Commission (MACC) Act 2009 and similar Acts (if any) in relation to countering bribery and corruption.

- c) The Policy is to be updated in tandem with the changes to the law and regulations to incorporate the latest standards in anti-bribery and corruption.

5.0 GIFT, ENTERTAINMENT AND CORPORATE HOSPITALITY

5.1 Gift

5.1.1 Perangsang Selangor do not solicit gifts, entertainment, or favors of any value from persons or firms with which Perangsang Selangor actually or potentially does business.

5.1.2 However, there are certain exceptions to the general rule whereby the receiving and provision of gifts are permitted that are customary business courtesies in the following situations and the value shall not be more than the threshold as set out in Perangsang Selangor's Code of Conduct;

- a) Exchange of gifts at the company-to-company level (e.g. gifts exchanged between companies as part of an official company visit/courtesy call and thereafter said gift is treated as company property).
- b) Gifts from company to external institutions or individuals in relation to the company's official functions, events and celebrations (e.g. commemorative gifts or door gifts offered to all guests attending the event).
- c) Gifts from Perangsang Selangor to employees and directors and/or their family members in relation to an internal or externally recognized Company function, event and celebration (e.g. in recognition of an employee's/director's service to the Company).
- d) Token gifts of nominal value normally bearing the Perangsang Selangor or company's logo or (e.g. t-shirts, pens, diaries, calendars and other small promotional items) that are given out equally to members of the public, delegates, customers, partners and key stakeholders attending events such as conferences, exhibitions, training, trade shows etc. and deemed as part of the company's brand building or promotional activities; and
- e) Gifts to external parties who have no business dealings with Perangsang Selangor (e.g. monetary gifts or gifts in-kind to charitable organizations).

5.1.3 Even in the above exceptional circumstances, the employees are expected to exercise proper judgment in handling gift activities and behave in a manner consistent with these general principles;

- a) Conscientiously maintain the highest degree of integrity.
- b) Always exercise proper care and judgment.

- c) Avoid conflicts of interest.
- d) Refrain from taking advantage of your position or exercising your authority to further your own personal interest at the expense of Perangsang Selangor.
- e) Comply with applicable laws, regulations and Perangsang Selangor policies and procedures.

5.1.3 Any corporate gift shall fulfill the following conditions:

- a) They are limited, customary and lawful under the circumstances.
- b) They do not have or are perceived to have (by either the giver or the receiver), any effect on actions or decisions.
- c) There must be no expectation of any specific favour or improper advantages from the intended recipients.
- d) The independent business judgment of the intended recipients must not be affected.
- e) There must not be any corrupt/criminal intent involved.
- f) The giving out of the gift and hospitality must be done in an open and transparent manner.

5.1.4 Employees are required to ensure there is a clear distinction between the gifts given on a personal basis and those given on behalf of Perangsang Selangor. Under no circumstances are employees to misrepresent personal gifts and/or use such customs to circumvent Perangsang Selangor's gifts policy.

5.1.5 In these circumstances, employees are expected to immediately declare and record the gift in accordance to Perangsang Selangor Code of Conduct.

5.2 **Providing Entertainment**

5.2.1 Perangsang Selangor recognises that providing modest entertainment is a legitimate way of building business relationships and as such a common practice within the business environment to foster good business relationship with external clients. As such, eligible employees are allowed to entertain external clients through a reasonable act of hospitality as part of business networking as well as a measure of goodwill towards the recipients.

5.2.2 Employees are strictly prohibited from providing or offering to provide entertainment with a view to improperly cause undue influence on any party in exchange for some future benefit or result. Any acts of this nature, whether provided directly or indirectly through an intermediary, may be construed as an act of bribery and contrary to the general values and principles of the Perangsang Selangor Code of Conduct.

5.3 Receiving Entertainment

- 5.3.1 Perangsang Selangor recognises that the occasional acceptance of a reasonable and modest level of entertainment provided by third parties in the normal course of business is a legitimate way to network and build good business relationships.
- 5.3.2 However, it is important for employees and directors to exercise proper care and judgment before accepting entertainment offered or provided by a third party. This is not only to safeguard the Company's reputation, but also to protect employees and directors from allegations of impropriety or undue influence.

5.4 Corporate Hospitality

- 5.4.1 Perangsang Selangor recognises that providing corporate hospitality to its stakeholders or occasional acceptance of an appropriate level of hospitality be it through corporate events, sporting events or other public events, is a legitimate way to network and build goodwill in business relationships.
- 5.4.2 While providing and receiving corporate hospitality is a reflection of Perangsang Selangor's courtesy and goodwill, the respective employees must exercise proper care to protect the Perangsang Selangor's reputation against any allegations of impropriety or the perception of bribery especially when the arrangements could influence or be perceived to influence the outcome of a business decision and are not reasonable and bona fide expenditures.
- 5.4.3 There should also be explicit, clear and internally transparent criteria to determine the selection of guests to be invited to a Perangsang Selangor corporate hospitality event. Reasonable due diligence should be exercised, particularly when the arrangements involve public officials.

6.0 CORPORATE SOCIAL RESPONSIBILITY (CSR), SPONSORSHIPS AND DONATIONS

As a responsible corporate citizen, Perangsang Selangor is committed to contributing to the wellbeing of the people and nation in countries where it operates. It is however important that all Corporate Social Responsibility (CSR), sponsorships and donations are made in accordance with Perangsang Selangor Sustainability Policy of Perangsang Selangor and receive prior authorization by the authorised person as per Financial Authority Limit.

6.1 Corporate Social Responsibility (CSR)

Support of Corporate Social Responsibility (CSR) projects and the use of Sponsorships and Donations (collectively "contributions"), are part of Perangsang Selangor contribution to the wellbeing of the communities and the environment in which it operates. Such contributions, however, can never be promised, offered or made to secure a business advantage or for any other improper purpose such as to bribe or self-enrich.

6.2 Sponsorships and Donations

6.2.1 All sponsorships and donations shall not be used as a subterfuge for bribery or used to circumvent or avoid any of the provisions of the Code of Conduct, including in particular, the prohibition on bribery. Perangsang Selangor needs to be certain that donations to charities or beneficiaries are not disguised illegal payments to government officials and must ensure that the charity does not act as a conduit to fund illegal activities in violation of anti-money laundering, anti-terrorism and other applicable laws.

6.2.2 In accordance with Perangsang Selangor's commitment to contribute to the community coupled with its values of integrity and transparency, all sponsorships and donations must comply with the following:

- a) ensure such contributions are allowed by applicable laws;
- b) obtain all the necessary internal authorisations;
- c) be made to well established entities having an adequate organisational structure to guarantee proper administration of the funds;
- d) be accurately stated in the company's accounting books and records; and
- e) not to be used as a means to cover up an undue payment or bribery;

6.2.3 The request is evaluated against Perangsang Selangor's Guidelines on CSR, Sponsorships and Donations and meets the following criteria: -

- a) The request does not fall under the list of activities which Perangsang Selangor does not support or contribute to;
- b) there is no risk of a perceived improper advantage for Perangsang Selangor; and
- c) the proposed recipient is a legitimate organisation and/or individual proper due diligence are made/background checks

7.0 EDUCATION SPONSORSHIPS

7.1 Perangsang Selangor has a sponsorship programme with the objective to provide educational opportunities to deserving students to enable them to realize their potential and to contribute to the growth of the nation. The awarding of scholarships should be based on strict guidelines and due diligence to ensure that only the most qualified and deserving students receive the scholarship award. This is crucial to ensure that no element of corruption is involved in the giving out of scholarships.

7.2 The selection of sponsorship recipients should be based on approved criteria such as academic qualifications and assessment results. The process of selection should be transparent and the reasons for selection should be properly recorded and must be in compliance with the approved Perangsang Selangor sponsorship policy and procedures.

8.0 POLITICAL CONTRIBUTIONS

8.1 Perangsang Selangor does not make or offer monetary or in-kind political contributions to political parties, political party officials or candidates for political office. Examples of prohibited political donations include:

- a) cash contributions;
- b) free or discounted use of Perangsang Selangor premises, equipment or other company resources; and
- c) payment of salary of a Perangsang Selangor employee working for a political party or candidate working during normal working hours (except if the employee in question takes a legally permissible paid leave).

8.2 Furthermore, charitable donations shall not be used as a subterfuge for prohibited political payments.

9.0 FACILITATION PAYMENT

9.1 Perangsang Selangor prohibits accepting or obtaining, either directly or indirectly, facilitation payments from any person for the benefit of the employee himself or for any other person. The reason underlying this prohibition is that facilitation payment is seen as a form of bribery and corruption.

9.2 Facilitation payment is payments made to secure or expedite the performance by a person performing a routine or administrative duty or function. Offering, promising or requesting facilitation payments is just as prohibited as actually paying or receiving facilitation payments. Facilitation payments need not involve cash or other financial asset; it can be any sort of advantage with the intention to influence them in their duties.

9.3 There may be circumstances in which individuals are left with no alternative but to make payment in order to protect against loss of life, limb or liberty. If these payments are made, they should be reported to the Legal and Compliance Department as soon as practical.

10.0 ANTI-MONEY LAUNDERING

10.1 Perangsang Selangor strongly objects to practices related to money laundering, including dealing in the proceeds of criminal activities. Money laundering is a very serious crime and the laws governing this type of crime can have extra territorial effect, i.e. the application of the law is extended beyond local borders. The penalties for breaching anti-money laundering legislation are severe and can include extradition and incarceration in foreign jurisdictions.

10.2 To avoid violating anti-money laundering laws, employees are expected to always conduct counterparty due diligence to understand the business and background of Perangsang Selangor's prospective business counterparties and to determine the origin and destination of money, property and services.

10.3 Counterparty means any party that Perangsang Selangor is currently in relationship with or intends to do business with in the future, either on a regular or once-off basis. Counterparties include but are not limited to customers, contractors, suppliers, consultants, agents, JV partners and any other business partners.

11.0 CONFLICTS OF INTEREST

Conflict of interest happen in situations where two or more competing interests' conflict and impair an individual's ability to make objective decisions. Generally, a conflict of interest arises when personal interests in any way interfere with Perangsang Selangor's interests. Conflict of interest do not necessarily have to result in unethical or illegal acts. Conflict of interest can arise when the employee takes actions or have interests that may make it difficult to perform their role objectively. It is important for the employee to avoid conflict of interest, including potential conflict of interest that could create the perception that they may be improperly influenced in their decision-making.

12.0 DEALING WITH THIRD PARTIES

12.1 Perangsang Selangor's zero-tolerance approach to bribery and corruption should be communicated to all contractors, suppliers, agents, consultants, joint venture partners and vendors at the outset of business relationship and as appropriate thereafter.

12.2 Perangsang Selangor' dealings with third parties, which include contractors, suppliers, agents, vendors, consultants, joint venture partners, introducers/government intermediaries, must be carried out in compliance with all relevant laws and consistent with the values and principles of Perangsang Selangor Code of Conduct. As part of this commitment, all forms of bribery and corruption are unacceptable and will not be tolerated.

12.2 Perangsang Selangor expects that all third parties acting for or on its behalf to share the Company's values and ethical standards as their actions can implicate Perangsang Selangor legally and tarnish the Company's reputation. Therefore, where Perangsang Selangor engage third parties, such as contractors, agents, intermediaries or joint venture partners, we are obligated to conduct appropriate counterparty due diligence to understand the business and background of Perangsang Selangor' prospective business counterparties before entering into any arrangements with them to ensure that Perangsang Selangor are dealing with counterparties that subscribe to acceptable standard of integrity in the conduct of their business.

12.3 In circumstances where Perangsang Selangor retains controlling interest, such as in certain joint venture agreements, business associates are required to adhere to this Policy and Perangsang Selangor's Code of Conduct. Where Perangsang Selangor does not have controlling interest, associates are encouraged to comply the same.

12.4 Appropriate assessment shall be conducted to individuals or third parties to ensure the business and background of the potential business partners are free from bribery elements or conflict of interest prior to procurement process.

12.5 All procurement activities shall be in line with the Procurement Policy and procedures at Perangsang Selangor. A tender process includes an invitation for other parties to make a proposal, on the understanding that any competition for the relevant contract must be conducted in response to the tender, no parties having the unfair advantage of separate, prior, close-door negotiations for the contract where a bidding process is open to all qualified bidders and where the sealed bids are in the open for scrutiny and are chosen on the basis of price and quality.

13.0 MERGERS, ACQUISITIONS AND INVESTMENTS

Due diligence shall be conducted in evaluating mergers and acquisition transactions and/or any new investments with the prospective business partners to ensure compliance with anti-bribery and corruption laws.

13.1 Due Diligence for Pre-Acquisition

13.1.1 Anti-bribery due diligence is considered on a proportionate basis for all investments but on a risk-based approach, with the level of due diligence being proportionate to the investment and the perceived likelihood of risk of bribery.

13.1.2 The level of anti-bribery due diligence for the transaction is commensurate with the bribery risks. Anti-bribery due diligence starts sufficiently early in the due diligence process to allow for adequate due diligence to be carried out and for the findings to influence the outcome of the negotiations or stimulate further review if necessary.

13.1.3 The partners or the Board provide commitment and oversight to the due diligence reviews. Information gained during the anti-bribery due diligence is passed on efficiently and effectively to Perangsang Selangor's top management once the investment has been made.

13.2 Due Diligence for Post Acquisition

13.2.1 To conduct due diligence on a proportionate basis immediately after purchase to determine if there is any current bribery and if so, takes immediate remedial action.

13.2.2 To ensure that the target company has or adopts an adequate anti-bribery and corruption programme equivalent to Perangsang Selangor.

13.2.3 Bribery detected through due diligence is reported to the authorities.

14.0 RECRUITMENT OF EMPLOYEES

- 14.1 Perangsang Selangor being a diversified entity, provides equal opportunity for any qualified and competent individual to be employed by the company from various multicultural and multiracial background, sourced externally, local and/or internationally.
- 14.2 The recruitment of employees should be based on approved selection criteria to ensure that only the most qualified and suitable individuals are employed. This is crucial to ensure that no element of corruption is involved in the hiring of employees. In line with this, proper background checks should be conducted in order to ensure that the potential employee has not been convicted in any bribery or corruption cases nationally or internationally. More detailed background checks should be taken when hiring employees that would be responsible in management positions, as they would be tasked with decision-making obligations.

15.0 RECORD KEEPING

- 15.1 It is essential that Perangsang Selangor keep full and accurate records of all of its financial dealings including the giving and the receiving of payments and gifts at all times in line with Code of Conduct and the relevant gift and entertainment related policy and/or procedures. Transparency is vital and any false or misleading records could be very damaging to Perangsang Selangor Group.
- 15.2 All divisions/departments have to maintain written records evidencing that due diligence has taken place and that any risks identified have been carefully considered and mitigated as practicably as possible.
- 15.3 Records should be retained for a significant period of time in order to comply with the local law as well as Company's retention policy.

16.0 BRIBERY AND CORRUPTION RISK MANAGEMENT

- 16.1 All organisations are exposed to corruption risks. Corruption risks may exist at all levels of management, in all functions and activities, and potentially involve internal and external stakeholders.
- 16.2 Perangsang Selangor will undertake a bribery and corruption risk assessment across its business when appropriate to understand the bribery and corruption risks it faces and ensure that it has adequate procedures in place to address those risks.
- 16.3 Corruption Risk Management ("CRM") is a management process that helps to identify structural weaknesses that may facilitate corruption, provides a framework for all employee to take part in identifying risk factors and treatments, and embeds corruption prevention within a well-established governance framework. CRM serves as an important pillar in corruption prevention initiative.

17.0 TRAINING AND AWARENESS REQUIREMENTS

- 17.1 Perangsang Selangor will on a continuing basis provide specific and regular training on this Policy and on anti-corruption and bribery laws for all new and existing employees.
- 17.2 Records on attendance and/or completion records of the training session(s) will be maintained to verify that all employees receive the necessary training to perform their responsibilities in compliance with the anti-corruption and bribery laws.

18.0 ADHERENCE TO THIS POLICY

- 18.1 All employees are responsible for adherence to this Policy and performing duties in lawful manner as well as in reporting and escalating promptly any concern and issues relating to corruption and bribery. Since the principles of this Policy, are based on legal requirements, the consequences of bribery and corruption are severe, and may include imprisonment for individuals, unlimited fines, debarment from tendering for public contracts, and damage to the Perangsang Selangor Group's reputation. Therefore, Perangsang Selangor take its legal responsibilities very seriously.
- 18.2 Any alleged or suspected improper conduct must be reported immediately to the Head of Department and/or Legal and Compliance Department. Or if any party who have concern with regards to any malpractices or breach of this Policy can lodge their concern via a dedicated whistleblowing channel which will be evaluated and investigated independently.
- 18.3 Any employee found to have violated this Policy may be subject to disciplinary action, up to including termination of employment or contract, with or without prior notice or warning. In addition, Perangsang Selangor Group reserve the right to pursue any remedies available, at law or in equity, for violations of this Policy.

19.0 EXCEPTION

Any exception from this Policy shall require the approval of the Board unless they are deemed as operational in nature.

Appendix I: Definition

Terms	Definition
“Board of Directors”	means Board of Directors of Perangsang Selangor
“Bribery & Corruption”	<p>means any action which would be considered as an offence of giving or receiving ‘gratification’ under the Malaysian Anti-Corruption Commission Act 2009 (MACCA 2009). In practice, this means offering, giving, receiving or soliciting something of value in an attempt to illicitly influence the decisions or actions of a person who is in a position of trust within an organisation.</p> <p>Bribery may be ‘outbound’, where someone acting on behalf of Perangsang Selangor attempts to influence the actions of someone external, such as a Government official or client decision-maker. It may also be ‘inbound’, where an external party is attempting to influence someone within the Company such as a senior decision-maker or someone with access to confidential information.</p>
“Compliance”	means conformity with requirements under law or contract terms affecting the Group’s operations locally and abroad.
“Compliance Risk”	means the risk of legal or regulatory sanctions (which includes fines, penalties, and civil claims), material financial loss, or loss to reputation Perangsang Selangor Group may suffer as a result of its failure to comply with laws, regulations, rules, codes of conduct and industry guidelines or standards applicable to Perangsang Selangor Group’s business activities
“Gift”	Money, movable or immovable property, vehicle, shares, travel tickets, entertainment, service, club membership, any form of discounts or commissions, hampers, jewellery, ornament, any gifts, souvenirs, or anything of value which is given to or received by an officer, his or her spouses or any other person on his behalf, without any or insufficient consideration known to the officer.
“Hospitality”	A generous and friendly treatment, reception or entertainment that can be perceived by a third party, to be for the purpose of bribery even if neither the giver nor the receiver intended it to be for this purpose.

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“Donation”	An especially charitable gift, contribution, subscription, present, hand out, grant, offering, gratuity, endowment or other similar donation that can be perceived by a third party, to be for the purpose of bribery even if neither the giver nor the receiver intended it to be for this purpose. It can include giving or providing cash, venues, equipment, personnel time or other benefit.
“Legal and Compliance Department”	means Legal and Compliance Department of Kumpulan Perangsang Selangor Berhad
"Perangsang Selangor/ the Company”	means Kumpulan Perangsang Selangor Berhad
“Perangsang Selangor Group" or "the Group"	means Perangsang Selangor and its subsidiary companies collectively, as defined in Section 4 of the Companies Act 2016

Appendix 2: Types of Corruption

The United Nations Handbook on Practical Anti-Corruption Measures for Prosecutors and Investigators lists the more commonly encountered forms of corruption, which include:

a) Petty Corruption

Also known as administrative corruption, it involves the exchange of very small amounts of money and the granting of small favours.

b) Grand Corruption

Spreads through the highest levels of government, bringing about major abuses of power, disobedience of the rule of law, economic instability and the breakdown of good governance.

c) Active and Passive Corruption

The former refers to the act of offering or paying a bribe (where the payment of a bribe has taken place) and the latter refers to the request or receiving of a bribe (a bribe was offered but not accepted).

d) Bribery

Most common form of corruption, described as the act of conferring a benefit in order to influence an action or decision. It comes in the form of cash, company shares, inside information, sexual or other favours, entertainment, employment or future benefits such as a retirement job. The benefit can pass directly to the person bribed, or indirectly to a third party such as a friend, relative, associate, favourite charity, private business, political party or election campaign. Once bribery has occurred, it can lead to other forms of corruption.

e) Embezzlement, Theft and Fraud

Involves stealing by an individual exploiting his or her position of employment. Fraud involves the use of false or misleading information to induce the owner of property to part with it voluntarily. Theft is universally regarded as falling within corruption definitions where it occurs, carrying with it as it does, a breach of a fiduciary duty.

f) Extortion

Relies on coercion to induce cooperation, such as threats of violence or the exposure of sensitive information.

g) Abuse of Function

Performance of or failure to perform an act by a public official, in violation of the law, to obtain an undue advantage for himself/herself or for another person or entity.

h) Favouritism and Nepotism

Involve abuses of discretion, usually does not involve a direct personal benefit to an official but promote the interests of those linked to the official, be it through family, political party, tribe or religious group.

i) Creating and Exploiting Conflicting Interest

Most forms of corruption involve the creation or exploitation of some conflict between the professional responsibilities of an individual and his or her private interest. The offering of a bribe creates such a conflict where none may have existed hitherto. In both the public and private sectors, employees and officials are routinely confronted with circumstances in which their personal interests conflict with their responsibility to act in the best interests of the state or their employer. Well-run organisations have systems to manage these situations, usually based on clear codes of conduct.

j) Improper Political Contribution

Donations made with the intention or expectation that the party will, once in office, unduly favour the interests of the donor, is tantamount to the payment of a bribe.