APPENDIX A

SAMPLE OF SURVEY QUESTIONNAIRE
Survey on Company Secretaries of Public Listed Companies in Malaysia

I. Company’s Profile

1. Which of the following best describes the primary business of your company?

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Products</td>
<td>1</td>
</tr>
<tr>
<td>Construction</td>
<td>4</td>
</tr>
<tr>
<td>Technology</td>
<td>7</td>
</tr>
<tr>
<td>Property Development</td>
<td>10</td>
</tr>
<tr>
<td>Industrial Products</td>
<td>2</td>
</tr>
<tr>
<td>Finance</td>
<td>5</td>
</tr>
<tr>
<td>Hotels</td>
<td>8</td>
</tr>
<tr>
<td>Trading/Services</td>
<td>3</td>
</tr>
<tr>
<td>Mining</td>
<td>6</td>
</tr>
<tr>
<td>Plantation</td>
<td>9</td>
</tr>
</tbody>
</table>

2. What was the market capitalization of your company as at 31/12/99? ..................

3. What is the annual turnover of your company as at 31/12/99? ......................

4. What were the total assets of your company as at 31/12/99? ......................

5. Which stock exchange board is your company listed on?
   Main Board  1    Second Board  2

6. What is the structure of your board?
   No of executive directors .......... No of non-executive directors ..........
II. Personal Data of the Company Secretary

1. Which of the following best describes your relationship with the company?
   - A full-time employee 1
   - A part-time employee 2
   - An employee of a firm providing secretarial services 3
   - Other relationship (Please describe........................................) 4

2. What is your job title in the company? ........................................

3. What is your age range?
   - 21-25 1
   - 26-30 2
   - 31-35 3
   - 36-40 4
   - 41-45 5
   - 46-50 6
   - 51-55 7
   - 56-60 8
   - 60 and above 9

4. What is your educational qualification?
   - Secondary education 1
   - Undergraduate degree 2
   - Post Graduate degree 3
   - Professional qualifications
     - MAICS 1
     - MACS 2
     - MIA 3
     - BAR COUNCIL 4
     - MACPA 5
     - Others (Please specify........................................) 6

5. Do you have any professional qualifications?

6. Are you also a director of the company? Yes 1 No 2
   If yes, are you an executive director 3
   or a non-executive director 4

7. Are you also a shareholder of the company? Yes 1 No 2

8. To whom do you report directly in the company?
   - Chairman 1
   - CEO/MD 2
   - Finance Director 3
   - Other directors 4
   - Other person (Please specify........................................) 5
### Duties Carried Out by You As Company Secretary

#### A. What is your level of involvement in the following duties of the company secretary?

<table>
<thead>
<tr>
<th>Primary Responsibility</th>
<th>Significant Involvement</th>
<th>Neither</th>
<th>Work delegated to professional firms</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board Matters</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Formulate meeting agendas with the chairman/CEO, prepare board papers, attend &amp; minute proceedings, certify copies of minutes &amp; ensure correct procedures are followed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Shareholder Meetings</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Co-ordinate arrangement, compile annual &amp; interim reports, prepare necessary documentation for meeting, handle dispatch of dividends to shareholder &amp; ensure correct meeting procedures are followed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>General Compliance</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Ensure compliance with relevant legal &amp; listing requirements in Malaysia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Guidance to Chairman of the Board</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Provide guidance to chairman on his legal responsibility and act as the conscience of the board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advice to Other Board Members</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Give advice to other board members on their legal responsibility and act as a channel of communication and information between them</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Shareholder Registration &amp; Relations</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Maintain register of members, carry out routine share registration work, handle shareholder relations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Share &amp; Capital Issues &amp; Restructuring</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Implement changes in the structure of the company's share and loan capital devise, implement &amp; administer directors' and employees' share participation schemes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Acquisitions &amp; Disposals</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Participate in &amp; implement corporate acquisitions &amp; disposals</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B. In addition, please tick your involvement in the following areas within the company:

<table>
<thead>
<tr>
<th>Area</th>
<th>Primary Responsibility</th>
<th>Significant Involvement</th>
<th>Little Responsibility</th>
<th>No Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. Legal Matters</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Handle matters relating to commercial law, undertake litigation, conveyancing, contract negotiation &amp; drafting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Accounting &amp; Finance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Involved in financial accounting, financial management, corporate finance, management accounting &amp; taxation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. HRM</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Involved in personnel management, administer employee benefits, profit share schemes, pensions and trusteeship, handle matters relating to labour law</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Property Management</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Manage purchase &amp; sale Of properties, rental matters, repair &amp; maintenance of premises</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. General Administration</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Involved in office administration, insurance &amp; risk management, facilities management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. General Management</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Participate in strategy formulation &amp; corporate planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C. What is your level of involvement with the following people?

15. Liaison with External Professional Advisors

<table>
<thead>
<tr>
<th>Professional Advisor</th>
<th>Primary Responsibility</th>
<th>Significant Involvement</th>
<th>Little Responsibility</th>
<th>No Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditors</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Company solicitors</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Management consultants</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
16. Other (please specify):

- Thank You For Your Help -
# APPENDIX B

## LIST OF COMPANIES

### MAIN BOARD

**SECTORS:**

**Consumer Products**

<table>
<thead>
<tr>
<th>NAME OF COMPANY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ajinomoto (Malaysia) Bhd</td>
</tr>
<tr>
<td>Angkasa Marketing Bhd</td>
</tr>
<tr>
<td>British American Tobacco (M) Bhd</td>
</tr>
<tr>
<td>Carlsberg Brewery Malaysia Bhd</td>
</tr>
<tr>
<td>Cosway Corporation Bhd</td>
</tr>
<tr>
<td>CSM Corporation Bhd</td>
</tr>
<tr>
<td>DNP Holdings Berhad</td>
</tr>
<tr>
<td>Fraser &amp; Neave Holdings Bhd</td>
</tr>
<tr>
<td>Gadek (Malaysia) Bhd</td>
</tr>
<tr>
<td>Hong Leong Industries Bhd</td>
</tr>
<tr>
<td>John Master Industries Bhd</td>
</tr>
<tr>
<td>Khong Guan Holdings Malaysia Bhd</td>
</tr>
<tr>
<td>Malaysian Tobacco Co. Bhd</td>
</tr>
<tr>
<td>Matsushita Electric Co. (M) Bhd</td>
</tr>
<tr>
<td>Tan Chong Motors Holdings Bhd</td>
</tr>
<tr>
<td>Yeo Hiap Seng (M) Bhd</td>
</tr>
</tbody>
</table>

**Industrial Products**

<table>
<thead>
<tr>
<th>NAME OF COMPANY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACP Industries Berhad</td>
</tr>
<tr>
<td>Aluminium Co. Of Malaysia Bhd</td>
</tr>
<tr>
<td>Advance Synergy Bhd</td>
</tr>
<tr>
<td>Amalgamated Industries Steel Bhd</td>
</tr>
<tr>
<td>Ancom Bhd</td>
</tr>
<tr>
<td>Aokam Perdana Bhd</td>
</tr>
<tr>
<td>C.I.Holdings Bhd</td>
</tr>
<tr>
<td>Chemical Co. Of Malaysia Bhd</td>
</tr>
<tr>
<td>DIMB Bhd</td>
</tr>
<tr>
<td>Esso Malaysia Bhd</td>
</tr>
<tr>
<td>FCW Holdings Bhd</td>
</tr>
<tr>
<td>Goh Ban Huat Bhd</td>
</tr>
<tr>
<td>Kedah Cement Holdings Bhd</td>
</tr>
<tr>
<td>Industrial Concrete Products Bhd</td>
</tr>
<tr>
<td>KYM Holdings Bhd</td>
</tr>
<tr>
<td>Malayawata Steel Bhd</td>
</tr>
<tr>
<td>Malaysia AICA Bhd</td>
</tr>
<tr>
<td>Malaysian Oxygen Bhd</td>
</tr>
<tr>
<td>Nylex (M) Bhd</td>
</tr>
<tr>
<td>Pan Malaysia Corporation Bhd</td>
</tr>
</tbody>
</table>
Paracorp Bhd
Petronas Gas Bhd
Press Metal Bhd
Scientex Incorporated Bhd
UAC Bhd
YTL Cement Bhd

Trading / Services
Antah Holdings Bhd
Arus Murni Corporation Bhd
Diethelm Holdings (M) Bhd
Bumi Armada Bhd
Edarabn Otomobil Nasional Bhd
Formis (Malaysia) Bhd
Genting Bhd
Georgetown Holdings Bhd
Hap Seng Consolidated Bhd
Intan Utilities Bhd
Integrated Logistics Bhd
Jaya Jusco Stores Bhd
Johan Holdings Bhd
Klang Container Terminal Bhd
Kumpulan Emas Bhd
Malayan United Industries Bhd
Malaysia Airlines System Bhd
Mulpha International Bhd
Petronas Dagangan Bhd
Sistem Televisyen Malaysia Bhd
Technology Resources Bhd
Tenaga Nasional Bhd
Time Engineering Bhd

Properties
Austral Amalgamated Bhd
Bolton Bhd
Bandaraya Development Bhd
Bina Darulaman Bhd
Damansara Realty Bhd
Econstates Bhd
Facb Resorts Bhd
Farlim Group (M) Bhd
Innovest Bhd
Island & Peninsular Bhd
Kejora Harta Bhd
Land And General Bhd
Larut Consolidated Bhd
Paramount Corporation Bhd
Petaling Garden Bhd
SPK-Sentosa Corporation Bhd
Tan & Tan Development Bhd
UDA Holdings Bhd

Plantation
Asiatic Development Bhd
Chin Teck Plantations Bhd
Guthrie Rope Bhd
Johor Tenggara Oil Palm Bhd
Kuala Sidim Bhd
PPB Oil Palms Bhd
Lingui Developments Bhd
TDM Bhd
Mentakab Rubber Company (M) Bhd
TH Group Bhd

Technology
Sapura Telecommunications Bhd
Mesianiaga Bhd
AIC Corporation Bhd

Constructions
Abrar Corporation Bhd
Actacorp Holdings Bhd
Bina Puri Holdings Bhd
Gamuda Bhd
IJM Corporation Bhd
Muhibbah Engineering (M) Bhd
Promet Bhd
Sunway Construction Bhd
United Engineers (M) Bhd

Mining
Petaling Tin Bhd
Rahman Hydraulic Tin Bhd

Hotels
Faber Group Bhd
Shangri-La Hotels (M) Bhd

Finance
Affin Holdings Bhd
Amanah Capital Partners Bhd
Apex Equity Holdings Bhd
Arab-Malaysian Finance Bhd
BIMB Holdings Bhd
Commerce Asset-Holdings Bhd
Jernih Asia Bhd
MAA Holdings Bhd
Malayan Banking Bhd
Malaysia British Assurance Bhd
Malaysia Building Society Bhd
MBF Holdings Bhd
O.S.K. Holdings Bhd
Omega Holdings Bhd
Phileo Allied Bhd
RHB Capital Bhd
TA Enterprise Bhd

SECOND BOARD

SECTOR:

Consumer Products

NAME OF COMPANY:

Ayamas Food Corporation Bhd
Capetronic Consumer Electronic Holdings Bhd
Carpets International (M) Bhd
Dunham-Bush (M) Bhd
Dewina Bhd
Federal Furniture Holdings (M) Bhd
Habib Corporation Bhd
Hotline Furniture Bhd
Jerasia Capital Bhd
Kuantan Flour Mills Bhd
Lay Hong Bhd
New Hoong Fatt Holdings Bhd
Padini Holdings Bhd
S&P Food Industries (M) Bhd
UPA Corporation Bhd

Industrial Products

Abris Holdings Bhd
AIC Corporation Bhd
Advanced Packaging Technology (M) Bhd
Astral Supreme Bhd
Autoair Holdings Bhd
Autoways Holdings Bhd
Bell & Order Bhd
Bright Holdings Bhd
BTM Resources Bhd
Chuan Huat Resources Bhd
CN Asia Corporation Bhd
EPE Corporation Bhd
Ganz Technologies Bhd
Hirotako Holdings Bhd
Industronics Bhd
Jasa Kita Bhd
Jutajaya Holdings Bhd
Kumpulan Belton Bhd
Long Huat Group Bhd
Lysaght Galvanized Steel Bhd
Mah Sing Group Bhd
Man Yau Holdings Bhd
Mega Pascal Bhd
Mercury Industries Bhd
Pahanco Corporation Bhd
Promto Bhd
Repcor Holdings Bhd
Seacera Tiles Bhd
SM Summit Holdings Bhd
STS Technic Bhd
Tai Kwong Yokohama Bhd
Techventure Bhd
Treenergy (Malaysia) Bhd
UCP Resources Bhd

Trading / Services
Aktif Lifestyle Corporation Bhd
Computer Systems Advisors (M) Bhd
Fujitsu Systems Business (M) Bhd
Hexagon Holdings Bhd
Inti Universal Holdings Bhd
L&M Corporation (M) Bhd
MCSB Systems (M) Bhd
MESB Bhd
Rediffusion Bhd
SAAG Corporation Bhd
Tenco Bhd
Transwater Corporation Bhd
UMS Holdings Bhd
WWE Holdings Bhd
Transmile Group Bhd

Constructions
Chase Perdana Bhd
Cygal Bhd
Esprit Group Bhd
Fajar Baru Capital Bhd
General Soil Engineering
Holdings Bhd
Hiap Aik Construction Bhd
Jasatera Bhd
Lankhorst Bhd
Loh & Loh Corporation Bhd
APPENDIX C

MASTER CODE

Survey on Company Secretaries of Public Listed Companies in Malaysia

Section A  Company Profile

A.1  Which of the following best describes the primary business of your company?

1. Consumer Products
2. Industrial Products
3. Trading/Services
4. Construction
5. Finance
6. Properties
7. Technology
8. Hotels
9. No Answers
10. Plantation
11. Mining

A.2  What was the market capitalization of your company as at 31/12/99?

1. < RM100 million
2. RM101 – RM200 million
3. RM201 – RM300 million
4. RM301 – RM400 million
5. RM401 – RM500 million
6. > RM500 million
9. No Answer

A.3  What is the annual turnover of your company as per 31/12/99?

1. < RM25 million
2. RM26 – RM50 million
3. RM51 – RM75 million
4. RM76 – RM100 million
5. RM101 – RM125 million
6. RM126 – RM150
7. > RM150 million
9. No Answer

A.4  What were the total assets of your company as at 31/12/99?

1. < RM100 million
2. RM101 – RM200 million
3. RM201 – RM300 million
4. RM301 – RM400 million
5. RM401 – RM500 million
6. > RM500 million
9. No Answer

A.5  Which stock exchange board is your company listed on?

1. Main Board
2. Second Board
9. No Answer
A.6.1 What is the structure of your board? No of executive directors
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. 6  
7. 7  
8. 8  
9. No answer

A.6.2 What is the structure of your board? No of non-executive directors
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. 6  
7. 7  
8. 8  
9. No answer

Section B    Personal Data of the Company Secretary

B.1 Which of the following best describes your relationship with the company?
1. A full-time employee  
2. A part-time employee  
3. An employee of a firm providing secretarial services  
4. Other relationship:  
9. No Answer

B.2 What is your job in the company?
1. Group Company Secretary  
2. General Manager, Group Co. Sec./Admn Manager  
3. Company Secretary, Assist. Co. Sec., Joint Co. Sec  
4. Director, Director/Group Secretarial  
5. Co. Sec/Legal Advisor, Senior Legal Counsel  
6. Co. Sec/Group Financial Controller, Gm Finance  
9. No Answer

B.3 What is your age range?
1. 26 - 30  
2. 31 - 35  
3. 36 - 40  
4. 41 - 45  
5. 46 - 50  
6. 51 - 55  
7. 56 - 60  
8. 60 and above

B.4 What is your educational qualification?
1. Secondary education  
2. Undergraduate degree  
3. Post Graduate degree  
9. No Answer

B.5 Do you have any professional qualifications?
1. MAICS  
2. MACS  
3. MIA  
4. BAR COUNCIL  
5. MACPA  
6. Others: FCCA  
9. No Answer
B.6.1 Are you also director of the company?
1. Yes
2. No
9. No Answer

B.6.2 If Yes;
1. An executive director
2. Non-executive director
9. No Answer

B.7 Are you also a shareholder of the company?
1. Yes
2. No
9. No Answer

B.8.1 To whom do you report directly in the company?
1. Chairman
2. CEO/MD
3. Finance Director
4. Other Directors
5. Executive Director
6. CEO/MD & Other Directors
7. Chairman & CEO/MD
8. Chairman & CEO/MD & Other Directors
9. No Answer
10. CEO/MD & Finance Director
11. Chairman & CEO/MD & Finance Director & Other Directors

Section C Duties Carried Out As Company Secretary

C.1 Board Matters
1. Primary Responsibility
2. Significant Involvement
3. Neither
4. Work delegated to professional firms
9. No Answer

C.2 Shareholder Meetings
1. Primary Responsibility
2. Significant Involvement
3. Neither
4. Work delegated to professional firms
9. No Answer

C.3 General Compliance
1. Primary Responsibility
2. Significant Involvement
3. Neither
4. Work delegated to professional firms
9. No Answer
C.4 Guidance to Chairman of the Board
1. Primary Responsibility
2. Significant Involvement
3. Neither
4. Work delegated to professional firms
9. No Answer

C.5 Advice to Other Board Members
1. Primary Responsibility
2. Significant Involvement
3. Neither
4. Work delegated to professional firms
9. No Answer

C.6 Shareholder Registration & Relations
1. Primary Responsibility
2. Significant Involvement
3. Neither
4. Work delegated to professional firms
9. No Answer

C.7 Share & Capital Issues & Restructuring
1. Primary Responsibility
2. Significant Involvement
3. Neither
4. Work delegated to professional firms
9. No Answer

C.8 Acquisitions & Disposals
1. Primary Responsibility
3. Significant Involvement
4. Neither
5. Work delegated to professional firms
9. No Answer

C.9 Legal Matters
1. Primary Responsibility
3. Significant Involvement
4. Little Responsibility
5. No Responsibility
9. No Answer

C.10 Accounting & Finance
1. Primary Responsibility
3. Significant Involvement
4. Little Responsibility
5. No Responsibility
9. No Answer

C.11 HRM
1. Primary Responsibility
3. Significant Involvement
4. Little Responsibility
5. No Responsibility
9. No Answer
12. Property Management
   1. Primary Responsibility
   2. Significant Involvement
   3. Little Responsibility
   4. No Responsibility
   9. No Answer

13. General Administration
   1. Primary Responsibility
   2. Significant Involvement
   6. Little Responsibility
   7. No Responsibility
   9. No Answer

14. General Management
   1. Primary Responsibility
   2. Significant Involvement
   3. Little Responsibility
   4. No Responsibility
   9. No Answer

15.1 Auditors
   1. Primary Responsibility
   2. Significant Involvement
   3. Little Responsibility
   4. No Responsibility
   9. No Answer

15.2 Company Solicitors
   1. Primary Responsibility
   2. Significant Involvement
   3. Little Responsibility
   4. No Responsibility
   9. No Answer

15.3 Management Consultants
   1. Primary Responsibility
   2. Significant Involvement
   3. Little Responsibility
   4. No Responsibility
   9. No Answer

16. Other Comments
   1. More involvement in corporate governance to ensure that rules and regulations are adhered strictly.
   2. Status of company secretary in the organisation.
   1. Professionalism of company secretaryship