CRISIS MANAGEMENT MANUAL AND COMMUNICATION RESOURCE GUIDE

A1 A.K. KOH GROUP BERHAD
COMPANY REGISTRATION No. 201801016797 (1278813-M)

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1. OVERVIEW

1.1 GOAL AND PURPOSE

The goal of the Crisis Management Manual and Communication Resource Guide is to provide a standardised strategy with a coordinated crisis management team, to manage events or situations that are unexpected, disruptive to businesses, and otherwise have potentially negative consequences for A1 Group of Companies.

During a crisis, the Company requires processes that address the needs of emergency response operations and recovery management. To address such emergencies, A1 has established this Crisis Management Plan, which includes roles and responsibilities of the Crisis Management Team, and guidelines for the immediate actions required in response to an emergency or disaster. A1 Groups has an obligation to effectively manage any crisis, including situations that affect customers, team members, property, and/or reputation.

It is the Crisis Management Team's responsibility to respond swiftly and effectively to emergencies and manage the restoration of business. This Crisis Management Plan shall help guide and inform immediate actions and appropriate responses.

The purpose of this manual is to set forth a crisis communication plan that provides a unified structure, management, and communication resources necessary prior to a crisis in order to provide an accurate rapid response, establish accountability and minimise the impacts on A1 Group. Measures must be taken to:

- Protect and preserve human life and well-being.
- Minimize loss, damage, or destruction to A1 Groups facilities, resources and/or operations.
- Manage media communication and information regarding the response.
- Provide essential services and operations.
- Provide and analyse information to support decision-making and action plans.

2. OBJECTIVES

The objectives of this Crisis Management Plan are as follows:

2.1 ORGANIZATIONS

- Provide clear and easy-to-follow checklists and guidelines for the most critical functions and liaisons during an emergency response.
- Provide an easy-to-follow design in which users can quickly determine their roles, responsibilities and primary tasks.
- Link and coordinate actions, responses, and the exchange of critical information. The goal is to establish an efficient real-time communication system so that stakeholders are informed of the emergency response process, and also have access to the necessary information regarding a specific incident or crisis situation.

2.2 COMMUNICATION AND INFORMATION MANAGEMENT

- Serve as the foundation of communication for both the transmission and receipt of urgent information and messaging.
- Official point of contact for all damage reports when normal channels of communication are interrupted, with information collected and collated for notification, public information, documentation and post-incident analysis.
- Provide a basis for training of staff in emergency response management.

2.3 DECISION-MAKING

- Determine the response level and extent of an emergency utilizing a clear and consistent decision-making process

2.4 RESPONSE OPERATIONS

- Identify the necessary resources within A1 Group to deploy a comprehensive and efficient emergency management response team.
- Be prepared with a proactive emergency response management action plan that provides the possibilities and eventualities of emerging incidents.

2.5 RECOVERY OPERATIONS

- Transition response operations to normal management and operational processes, as the situation permits.
- Support business resumption plans and procedures, as needed, during the restoration phase.
- Provide documentation and information to support any legal, regulatory, and vendor requirements for the incident.
- Perform post-incident critique in order to analyse steps taken and the results of the incident.

3. TYPES AND LEVELS OF CRISIS

Incidents are assigned a level of Class I, Class II, or Class III to provide focused and appropriate responses.

3.1 CLASS I (CATASTROPHIC)

Catastrophic Business Interruption: Death; Life-threatening or Serious Injury; Media Exposure; Major Loss of Assets.

- Natural disasters with serious injury and/or death; may result in business closure
- Product failure resulting in, or has the potential to cause serious injury or death
- On-site or workplace violence that results in harm and/or death

3.2 CLASS II (MAJOR)

Non-life threatening or Safety Concerns: Harm; Personal Injury Requiring Medical Attention; Operation Suspension Notice by Authority; Minor Loss of Assets.

- Product failure involving injury allegation, which may or may not involve DOSH intervention
- Social media or security breaches that impact our customers
- Involvement with external parties such as securities exchange, federal and local authorities.
- Requires cross-functional support to resolve and/or address with appropriate urgency.

3.3 CLASS III (MINOR)

No Potential Threat to Life: Public Relations Issues, Possible Reputation Impact; May Impact Some Company Assets.

- Product Withdraw (no customer complaint) for quality or minor issue
- Social media, investor relations (delisting of the share stock) or activism/protesting
- Security breach or internal ramifications; computer virus/hacking
- Involves limited cross-functional interaction

Note: *A Crisis may be assessed at any level and based on investigation and may be reclassified.*

4. PLAN ACTIVATION

This plan is to be activated whenever emergency conditions exist that prevent normal operations and immediate action is needed to:

- Save and protect lives
- Coordinate communications
- Prevent damage to the company, systems, and property
- Provide essential services
- Temporarily assign staff to perform emergency work
- Invoke emergency authorization and allocate resources

5. CRISIS MANAGEMENT TEAM STRUCTURE

The departments that comprise the Crisis Management Team are:

- Risk Management
- Corporate and Internal Communications
- Legal
- Human Resources
- Supply Chain
- Finance
- Administration

6. CRISIS MANAGEMENT TEAM ROLES AND RESPONSIBILITIES

If a crisis is declared, the Crisis Management Team provides support services to facilitate the recovery. Primary responsibilities are as follows:

- Risk Management: activates and leads the crisis management team throughout the recovery process. Drives the recovery to a prompt conclusion.
- Corporate and Internal Communications: Coordinates communications with shareholders, the public, and the customer and is responsible for delivering internal communications throughout the recovery process.
- Legal: responsible for assisting with legal issues that may arise as a result of the incident.
- Human Resources: responsible for notifying families of any injury or loss and assisting with payroll issues resulting from the incident. It also organizes medical actions, provides benefit information, and/or provides employee assistance counselling if needed.
- Supply Chain/Purchasing: responsible for information on product.
- Finance: provides financial guidance and analysis of issues related to the incident.
- Administration: responsible for the coordination of damage assessment, salvaging and restoration activities.

7. COMMUNICATION RESOURCES

- Conference Call Phone Number: this number should be used for any Crisis Management Team meetings.
- Company Incident Report Hotline: system-wide communication service to notify business partners of an incident or potential incident.
- Company Business Emergency Line: This will provide one-way communication to team members affected by a major crisis. The business emergency line is only for external communication and will not accept incoming messages.
- Company Media Hotline: this phone number should be used to submit any media inquiries on the company.

8. CRISIS MANAGEMENT TEAM EMERGENCY CONTACT INFORMATION

The emergency contact information for members of the Crisis Management Team as per below:

Name	Phone No.
Koh Lian Jie	+6016 776 9567
Ivan Fong Choon Hau	+6016 230 0729

Note: *This information will be reviewed quarterly and updated as needed.*

9. OPERATING COMMITTEE EMERGENCY CONTACT INFORMATION

The emergency contact information for members of the Operating Committee as per below:

Name	Phone No.
Koh Chung Jie	+6016 718 9567

Note: *This information will be reviewed quarterly and updated as needed.*

10. POST-INCIDENT REVIEW

After the Incident: Upon closing all incidents requiring the support of the Crisis Management Team, a "Post-Incident Review" should be performed. The Post-Incident Review evaluates the response to an incident. It is intended to identify weaknesses and strengths within the organisation that will reinforce policies and programs in the future. Format to be used for the Post-Incident Review:

10.1 PRE-INCIDENT PREPAREDNESS

- What tools or training was provided prior to the incident occurring? Which was the most effective?
- What additional resources are needed to prevent incidents from occurring in the future?

10.2 INCIDENT MANAGEMENT

- How was the Crisis Management Team notified?
- How long did it take for the Crisis Management Team to receive complete information about the incident?
- What actions and/or steps were assigned to affected parties?
- Were external tools or resources needed to complete execution or recovery?
- How long did it take to receive 100% compliance on assigned tasks?
- Did the Crisis Management Team have enough internal resources to complete execution in the expected time frame?

10.3 RECOVERY

- What was the financial impact of the incident?
- Any customer impacts noted?
- Any impact on Team Members?
- Any additional policy or procedural changes need to be adopted as a result of the incident?

11. CONCLUSION

This Crisis Management Plan identifies the roles and responsibilities of the Crisis Management Team during incidents and crises. It is intended to help guide and inform immediate actions and responses in a timely and effective manner. The associated guidelines, resources, and protocol should remain consistent.