



***CGF1 - POLICY ON MATTERS
RELATING TO THE BOARD OF
DIRECTORS***

SUB POLICY OF THE PMF'S CORPORATE GOVERNANCE FRAMEWORK

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1.0 Purpose

The purpose of this policy is to provide guidelines and procedures for the functioning of the Board of Directors of PMF Finance PLC (PMF/the company) to ensure effective governance, transparency, and accountability within the company and has developed in line with the Fiance Business Act (Corporate Governance) Direction No.05 of 2021 and Section 9.0 of the Listing rules issued by Colombo Stock Exchange on Corporate Governance.

2.0 Responsibilities of the Board

2.1 Board overall responsibilities

The Board shall assume overall responsibility and accountability for the operations of the Company, by setting up the strategic direction, governance framework, establishing corporate culture and ensuring compliance with regulatory requirements. The Board shall carry out the functions listed in sections 2.2 to 2.6 below, but not limited to, in effectively discharging its responsibilities.

2.2 Business Strategy and Governance Framework

- a) Approving and overseeing the implementation of the company's overall business strategy with measurable goals for next three years and update it annually in view of the developments in the business environment.
- b) Approving and implementing company's governance framework commensurate with the Company's size, complexity, business strategy and regulatory requirements.
- c) Assessing the effectiveness of its governance framework periodically.
- d) Appointing the Chairperson and the Chief Executive Officer (CEO) and define the roles and responsibilities.

2.3 Corporate Culture and Values

- a) Ensuring that there is a sound corporate culture within the company, which reinforces ethical, prudent and professional behavior.
- b) Playing a lead role in establishing the Company's corporate culture and values, including developing a code of conduct and managing conflicts of interest.
- c) Promoting sustainable finance through appropriate environmental, social and governance considerations in the company's business strategies.
- d) Approving the policy of communication with all stakeholders, including depositors, shareholders, borrowers and other creditors, in the view of projecting a balanced view of the company's performance, position and prospects in public and regulators.

2.4 Risk Appetite, Risk Management and Internal Controls

- a) Establishing and reviewing the Risk Appetite Statement (RAS) in line with Company's business strategy and governance framework.
- b) Ensuring the implementation of appropriate systems and controls to identify, mitigate and manage risks prudently.
- c) Adopting and reviewing the adequacy and the effectiveness of the Company's internal control systems and management information systems periodically.
- d) Approving and overseeing business continuity and disaster recovery plan for the Company to ensure stability, financial strength, and preserve critical operations and services under unforeseen circumstances.

2.5 Board Commitment and Competency

- a) All members of the Board shall devote sufficient time on dealing with the matters relating to affairs of the Company.
- b) All members of the Board shall possess necessary qualifications, adequate skills, knowledge, and experience.
- c) The Board shall regularly review and agree the training and development needs of all the members.
- d) The Board shall adopt a scheme of self-assessment to be undertaken by each Director annually on individual performance, of its Board as a whole and that of its committees and maintain records of such assessments.
- e) The Board shall resolve to obtain external independent professional advice to the Board to discharge duties to the company.

2.6 Oversight of Senior Management

- a) Identifying and designating senior management, who are in a position to significantly influence policy, direct activities and exercise control over business operations and risk management.
- b) Defining the areas of authority and key responsibilities for the senior management.
- c) Ensuring the senior management possess the necessary qualifications, skills, experience and knowledge to achieve the company's strategic objectives.
- d) Ensuring there is an appropriate oversight of the affairs of the company by senior management.
- e) Ensuring the company has an appropriate succession plan for senior management.
- f) Meeting regularly with the senior management to review policies, establish lines of communication and monitor progress towards strategic objectives.

3.0 Matters assigned for the Board

- 3.1 Approving and overseeing the implementation of the company's overall business strategy with measurable goals for next three years and update it annually in view of the developments in the business environment
- 3.2 Appointment of the CEO of the Company and define the scope the CEO's duties and responsibilities and annually appraise the CEO's performance.
- 3.3 Approval of the succession plan for Senior Management of the Company.
- 3.4 Approval of the Company's Annual Budget, which sets out the targets to be achieved in the ensuing year, in line with the overall framework and objectives of the Strategic Plan.
- 3.5 Approval of any initiative to be taken by the Company with regard to any type of strategic decisions such as collaborations, merges and amalgamations, with the Company or with any of its Subsidiaries and Associates.
- 3.6 Approval of matters specifically reserved for the decision of the Board of Directors which cannot be delegated as mentioned in the Sixth Schedule of the Companies Act No. 7 of 2007
- 3.7 Appointment of Board subcommittees and defining their scope of work and the extent of delegated powers and authority for them, if any.
- 3.8 Communications with all stakeholders of the Company including shareholders, the media and the delegation of such authority to any officer of the Company for specific purposes.
- 3.9 Determine and approve the organizational Structure of the Company and subsequent amendments thereto.
- 3.10 Determine and approve the areas and extent of delegation of Authority to the CEO and any amendments thereto.
- 3.11 Determine and approve the relevant operational and control policies of the Company and any amendments thereto.
- 3.12 Approval of any write off of a financial facility outstanding and/or the value of any asset appearing in the books of account of the Company in an amount exceeding the delegated level of authority.
- 3.13 Approval of any new business line, introduced by the Company, other than to meet temporary, short-term needs.
- 3.14 Approval of any financial facility, the incurring of any capital expenditure, and/or the sale of any physical asset, in an amount exceeding the delegated level of authority, approved by the Board.

- 3.15 Approval of the General terms and conditions of employment in the company, and any amendments thereto.
- 3.16 Decisions on borrowing funds on a long-term basis, obtaining liens over credit, and /or committing the company for a liability in excess of a limit specified by the Board, on any single occasion or cumulatively.

4.0 Delegation of Authority

- 4.1 The Board shall approve a Delegation of Authority (DA) and give clear directions to the senior management, as to the matters that shall be approved by the Board before decisions are made by senior management, on behalf of the company.
- 4.2 The Board shall establish required Board sub committees to assist the Board in meeting its oversight responsibilities with a board approved Terms of Reference.
- 4.3 The Board shall establish appropriate senior management level sub committees with appropriate DA to assist in Board decisions.
- 4.4 The Board shall not delegate any matters to a board sub-committee, Executive Directors or senior management, to an extent that such delegation would significantly hinder or reduce the ability of the Board as a whole to discharge its functions.
- 4.5 The Board shall review the delegation processes in place on a periodic basis to ensure that they remain relevant to the needs of the company.

5.0 Composition of the Board

- 5.1 When appointing a member to the Board it is required to consider diversity in Board composition for Board effectiveness in terms of a range of experience, skills, competencies, age, gender, industry requirements and importance of objective selection of directors.
- 5.2 The number of Directors on the Board shall not be less than seven (07) and not more than thirteen (13)
- 5.3 The total period of service of a Director other than a Director who holds the position of CEO/Executive Director shall not exceed nine years, subject to direction 3.4 of the Finance Business Act (Corporate Governance) Direction No.05 of 2021.
- 5.4 Non-executive Directors, who directly or indirectly holds more than 10% of the voting rights or who appointed to represent a shareholder who directly or indirectly holds more than 10% of the voting rights by producing sufficient evidence are eligible to hold office exceeding 9 years of service with prior approval of Director, Department of Supervision of Non-Bank Financial Institutions subject to provisions contained in direction 4.2 and 4.3 of the Finance Business Act (Corporate Governance) Direction No.05 of 2021. Provided, however number of non- executive Directors eligible to exceed 9 years are limited to one-

fourth (1/4) of the total number of Directors of the Board.

5.5 Executive Directors

- 5.5.1 Only an employee of PMF shall be nominated, elected and appointed, as an Executive Director of the company, provided that the number of Executive Directors shall not exceed one-third (1/ 3) of the total number of Directors of the Board.
- 5.5.2 A shareholder who directly or indirectly holds more than 10% of the voting rights of the Company, shall not be appointed as an executive Director or as senior management. Provided however, existing executive Directors with a contract of employment and functional reporting line and existing senior management are allowed to continue as an executive Director/senior management until the retirement age of the company and may reappoint as a non-executive Director subject to provisions contained in direction 4.2 and 4.3 of the Finance Business Act (Corporate Governance) Direction No.05 of 2021.
- 5.5.3 Existing executive Directors without a contract of employment and functional reporting line need to step down from the position of executive Director from the effective date of this direction and may reappoint as a non-executive Director subject to provisions contained in direction 4.2 and 4.3 of the Finance Business Act (Corporate Governance) Direction No.05 of 2021.
- 5.5.4 In the event of presence of the executive Directors, CEO shall be one of the Executive Directors and may be designated as the managing Director of the company
- 5.5.5 All Executive Directors shall have a functional reporting line in the organization structure of the company
- 5.5.6 The Executive Directors are required to report to the Board through CEO.
- 5.5.7 Executive Directors shall refrain from holding Executive Directorships or senior management positions in any other entity.

5.6 Non-Executive Directors

- 5.6.1 Non-Executive Directors shall possess credible track records, and have necessary skills, competency and experience to bring independent judgment on the issues of strategy, performance, resources and standards of business conduct.
- 5.6.2 A Non-Executive Director cannot be appointed or function as the CEO/Executive Director of the company

5.7 Independent Directors

- 5.7.1 The number of independent Directors of the Board shall be at least three (03) or one-third (1/3) of the total number of Directors, whichever is higher.

- 5.7.2 Independent Directors appointed shall be of highest caliber, with professional qualifications, proven track record and sufficient experience.
- 5.7.3 A non-executive Director shall not be considered independent if such:
- i. Director has a direct or indirect shareholding exceeding 5% of the voting rights of the company or exceeding 10% of the voting rights of any other FC
 - ii. Director or a relative has or had during the period of one year immediately preceding the appointment as Director, material business transaction with the company, as described in direction 12.1(c) hereof, aggregate value outstanding of which at any particular time exceeds 10% of the stated capital of the company as shown in its last audited statement of financial position.
 - iii. Director has been employed by the company during the period of three (3) years immediately preceding appointment as Director
 - iv. Director has been employed by affiliates of the company or is or has been a Director of any of its affiliates during one years, immediately preceding the appointment as Director.
 - v. Director has been an advisor or consultant or principal consultant/advisor in the case of a firm providing consultancy to the company or its affiliates during the one year preceding the appointment as Director.
 - vi. Director has a relative, who is a Director or senior management of the company or has been a Director or senior management of the company during the one year, immediately preceding the appointment as Director or holds shares exceeding 10% of the voting rights of the company or exceeding 20% of the voting rights of another FC.
 - vii. Director represents a shareholder, debtor, creditor or such other similar stakeholder of the company.
 - viii. Director is an employee or a Director or has direct or indirect shareholding of 10% or more of the voting rights in a company, in which any of the other Directors of the company is employed or is a Director.
 - ix. Director is an employee or a Director or has direct or indirect shareholding of 10% or more of the voting rights in a company, which has a transaction with the company as defined in direction 12.1(c), or in which any of the other Directors of the company has a transaction as defined in direction 12.1(c), aggregate value outstanding of which at any particular time exceeds 10% of the stated capital as shown in its last audited statement of financial position of the company.
 - x. Director has served an aggregate period of nine (9) years on the Board of the Listed Entity from the date of the first appointment.
 - xi. Director is above the age of seventy (70) years.
- 5.7.4 The nomination committee and Board should determine whether there is any circumstance or relationship, which is not listed at direction 3.7, which might impact a Director's independence, or the perception of the independence.
- 5.7.5 An independent Director shall immediately disclose to the Board any change in circumstances that may affect the status as an independent Director. In such a case, the Board shall review such Director's designation as an independent Director and notify the Director, Department of Supervision of Non-Bank Financial Institutions in writing of its decision to

affirm or change the designation.

5.8 Alternate Directors

- 5.8.1 Representation through an alternate Director is allowed only;
- i) With prior approval of the Director, Department of Supervision of Non-Bank Financial Institutions under Finance Business Act (Assessment of Fitness and Propriety of Key Responsible Persons) or as amended; and
 - ii) If the current Director is unable to perform the duties as a Director due to prolonged illness or unable to attend more than three consecutive meetings due to being abroad.
- 5.8.2 The existing Directors of the company cannot be appointed as an alternate Director to another existing Director of the company
- 5.8.3 A person appointed as an alternate Director to one of the Directors cannot extend the role as an alternate Director to another Director in the same Board.
- 5.8.4 An alternate Director cannot be appointed to represent an executive Director.
- 5.8.5 In the event an alternate Director is appointed to represent an independent Director, the person so appointed shall also meet the criteria that apply to an independent Director. The Nominations and Governance Committee shall review and determine that the person nominated as the alternate would qualify as an Independent Director before such appointment is made.
- 5.8.6 If an Alternate Director is appointed for a Non-Executive Director such alternate should not be an executive of the company.
- 5.8.7 The company shall make an immediate Market Announcement regarding the appointment of an Alternate Director with the specified content of CSE listing rules.

6.0 Cooling off Periods

- 6.1 There shall be a cooling off period of six months prior to an appointment of any person as a Director, CEO of the company, who was previously employed as a CEO or Director, of another FC. Any variation thereto in exceptional circumstances where expertise of such persons requires to reconstitute a Board of the company which needs restructuring, shall be made with prior approval of the Monetary Board.
- 6.2 A Director, who fulfills the criteria to become an independent Director, shall only be considered for such appointment after a cooling off period of one year if such Director has been previously considered as non-independent under the provisions of this Direction. 3.10 of Finance Business Act (Corporate Governance) Direction No.05 of 2021

7.0 Common Directorships

- 7.1 Director or a senior management of the company shall not be nominated, elected or appointed as a Director of another FC except where such FC is a parent company, subsidiary company or an associate company or has a joint arrangement with the company subject to conditions stipulated in Direction 3.5(f) of the Finance Business Act (Corporate Governance) Direction No.05 of 2021.

8.0 Maximum number of Directorships

- 8.1 A Director of PMF shall not hold office as a Director or any other equivalent position (shall include alternate Directors) in more than 20 companies/societies/bodies, including subsidiaries and associates of the company
- 8.2 A Director of PMF shall not hold office as a Director or any other equivalent position in more than 10 listed companies.

9.0 Meetings of the Board

- 9.1 The Board shall meet at least twelve times a financial year at approximately monthly intervals. Obtaining the Board's consent through the circulation of papers to be avoided as much as possible.
- 9.2 The Board shall ensure that arrangements are in place to enable matters and proposals by all Directors of the Board to be represented in the agenda for scheduled Board Meetings.
- 9.3 A notice of at least 3 days shall be given for a scheduled Board meeting. For all other Board meetings, a reasonable notice shall be given.
- 9.4 A Director shall devote sufficient time to prepare and attend Board meetings and actively contribute by providing views and suggestions.
- 9.5 A meeting of the Board shall not be duly constituted, although the number of Directors required to constitute the quorum at such meeting is present, unless at least one fourth (1/ 4) of the number of Directors that constitute the quorum at such meeting are independent Directors.
- 9.6 The chairperson shall hold meetings with the non-executive Directors only, without the executive Directors being present, as necessary and at least twice a year.
- 9.7 A Director shall abstain from voting on any Board resolution in relation to a matter in which such Director or relative or a concern in which he has substantial interest, is interested, and he shall not be counted in the quorum for the relevant agenda item in the Board meeting.
- 9.8 A Director who has not attended at least two-thirds (2 / 3) of the meetings in the

period of 12 months immediately preceding or has not attended three consecutive meetings held, shall cease to be a Director. Provided that participation at the Directors' meetings through an alternate Director shall be acceptable as attendance, subject to applicable directions for alternate Directors.

9.9 Scheduled Board Meetings and Ad Hoc Board Meetings

For the scheduled meetings, participation in person is encouraged and for ad hoc meetings where Director cannot attend on a short notice, participation through electronic means is acceptable and such participation shall be taken into account when deciding on the quorum.

10.0 Role and responsibilities of the Chairman

The responsibilities of the chairperson shall at least include the following:

- a. Provide leadership to the Board.
- b. Maintain and ensure a balance of power between executive and nonexecutive Directors.
- c. Secure effective participation of both executive and non-executive Directors.
- d. Ensure the Board works effectively and discharges its responsibilities.
- e. Ensure all key issues are discussed by the Board in a timely manner.
- f. Implement decisions/directions of the regulator.
- g. Prepare the agenda for each Board Meeting and may delegate the function of preparing the agenda and to maintaining minutes in an orderly manner to the company secretary.
- h. Not engage in activities involving direct supervision of senior management or any other day to day operational activities.
- i. Ensure appropriate steps are taken to maintain effective communication with shareholders and that the views of shareholders are communicated to the Board.
- j. Annual assessment on the Performance and the contribution during the past 12 months of the Board and the CEO.

11.0 Responsibilities of the CEO

The CEO shall function as the apex executive-in-charge of the day-to-day management of the company's operations and business. The responsibilities of the CEO shall at least include:

- a) Implementing business and risk strategies in order to achieve the company's strategic objectives.
- b) Establishing a management structure that promotes accountability and transparency throughout the company's operations and preserves the effectiveness and independence of control functions.
- c) Promoting, together with the Board, a sound corporate culture within the company which reinforces ethical, prudent and professional behavior.
- d) Ensuring implementation of proper compliance culture and being accountable for accurate submission of information to the regulator.
- e) Strengthening the regulatory and supervisory compliance framework.
- f) Addressing the supervisory concerns and non-compliance with regulatory requirements or internal policies in a timely and appropriate manner.

- g) CEO must devote the whole of the professional time to the service of the company and shall not carry on any other business, except as a non-executive Director of another company, subject to Direction 3.10 of the Finance Business Act (Corporate Governance) Direction No.05 of 2021

12.0 Appraisal of the Board Performance

- 12.1 The Board shall adopt a scheme of self-assessment to be undertaken by each Director annually on individual performance, of its Board as a whole and that of its committees and maintain records of such assessments.
- 12.2 A self-appraisal form on Board performance, self-appraisal form on individual performance (Refer annexure 1 & 2) will be circulated amongst the Directors at the end of the fourth quarter of each financial year to duly assess their individual performance, of its Board as a whole.
- 12.3 Chairman shall assess Performance and the contribution of each Board member with key achievements during the past 12 months in annual basis. (Refer annexure 2)
- 12.4 Non-Executive Directors shall carry out an independent assessment of the chairperson's performance in annual basis. (Refer annexure 3)

13.0 Appraisal of the Chief Executive Officer (CEO)

- 13.1 At the commencement of each financial year the Board sets financial and non-financial targets that should be met by the CEO during the year. At the end of the financial year CEO shall performed a self-appraisal based on the CEO's key accountabilities and achievements relative to the set targets at the beginning of the year.
- 13.2 Based on the self-evaluation of the CEO, Chairman shall assess CEO's performance with the insights of other Board members.

14.0 Capacity building for Directors

- 14.1 By definition, capacity-building is a measurable improvement in an organization's ability to fulfill its mission through a blend of sound management, strong governance, and dedication to assessing and achieving results. This occurs through organization development activities, such as leadership development, strategic planning, program design and evaluation, board development, financial planning and management, among others.
- 14.2 In a strong capacity building framework leadership capacity will play a vital role in an organization. This is the ability of all organizational leaders to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction, and innovate, all in an effort to achieve the organizational mission.
- 14.3 The Board of Directors of PMF who provides leadership to the company shall

assume overall responsibility and accountability for the operations of the Company, by setting up the strategic direction, governance framework, establishing corporate culture and ensuring compliance with regulatory requirements

- 14.4 Therefore, the company shall ensure that continuous training and development opportunities are given for all Board members to improve their capacity in all aspects to discharge their responsibilities under this framework.

15.0 Requirements for trading of company's securities and its listed group companies and disclosure requirements

- A Director in possession of price sensitive information that is likely to have a material effect on the price or value of PMF shares that has not been made to public must not personally, or through another person (such as family member, friend, associate, broker, investment adviser, private company or trust) buy or sell shares or any other securities in the company.
- In order to minimize the potential for insider trading, the Directors of PMF shall refrain from trading in PMF shares and other securities for a period of which should not be less than two (02) Market Days after/before the release of the information to permit thorough public dissemination and evaluation thereof. In computing this period of two (02) Market Days, the day on which disclosure is made will be excluded.

16.0 Succession Plan for Board of Directors

- A succession plan for a Board of Directors is a strategic process aimed at ensuring smooth leadership transitions when Board members retire or step down. The plan identifies and develops both internal and external candidates capable of filling key roles, helping the Board preserve its expertise, diversity, and effectiveness.
- To achieve this, the Nomination and Governance Committee should conduct an annual assessment of the current Directors' skills, experience, diversity and tenure. Additionally, it should identify future needs aligned with the organization's long-term objectives, while addressing the need for new expertise and outlining clear succession arrangements for Directors.

17.0 Reporting to the Board of Directors

- The company Secretary is responsible to keep informed the Board of Directors on the Listing Rules, any subsequent amendments thereto with obligations arising under such Rules.
- The Compliance Officer shall report on-going compliance or/any non-compliance with the listing rules to the Board Integrated Risk Management Committee/Board

through quarterly compliance report prepared by the compliance division.

18.0 Policy Review

This policy should be reviewed and updated once in every two years or whenever there are regulatory changes therein. Any amendments to this policy have to be reviewed by the Board Integrated Risk Management Committee and approved by the Board of Directors.



Annexure 1 - Annual performance evaluation form

BOARD PERFORMANCE EVALUATION CHECKLIST FOR THE FY

Legend

- A : Exceptionally Good
- B : Above Expectations
- C : In line with Expectation
- D : Below Expectation
- E : Significant Room for Improvement

N.B. This questionnaire is to be evaluated independently by all Directors (i.e. Executive and Non-Executive Directors) and the results tabulated and presented to the Board as a whole.

Methodology

Please answer Yes or No to each question and indicate the "rating" thereafter.

Performance Evaluation of the Board of Directors	Yes	No	A	B	C	D	E
Composition of the Board and meetings							
[Redacted]							
[Redacted]							
[Redacted]							
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Performance Evaluation of the Board of Directors	Yes	No	A	B	C	D	E
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Performance Evaluation of the Board of Directors	Yes	No	A	B	C	D	E
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Does the Board have a process to ensure financial reporting is carried out in order to provide a true and fair view of reported results?							
Has the Board ensured that the Internal and external audit functions of the company are conducted in an effective manner?							

Performance Evaluation of the Board of Directors	Yes	No	A	B	C	D	E
Is there an effective process in place for ensuring compliance with laws and regulations?							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
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<p>..... Name of the Director</p>	<p>..... Signature</p>	<p>..... Date</p>
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