

FINANCIAL DOCUMENTATION & PROCESS CONTROL POLICY

1. Objective

This Policy establishes the minimum documentation, approval, processing, and control requirements for procurement, operational purchases, reimbursements, and payment-related transactions across the Company.

The purpose of this Policy is to strengthen governance, accountability, payment traceability, processing consistency, and financial control throughout the payment process chain.

2. Scope

This Policy applies to all payment-related transactions submitted for processing, including:

- purchase order-based payments;
- contract-based payments;
- supplier and contractor payments;
- reimbursement claims;
- non-purchase order transactions; and
- other operational payment requests.

3. Guiding Principles

All payment transactions shall be supported by complete, accurate, approved, and verifiable documentation prior to processing.

Submission of a request does not transfer responsibility for documentation completeness, operational accuracy, or approval compliance to downstream reviewers.

Responsibilities falling under the originating department shall continue to be governed by its respective approved SOP, workflow, or internal process.

This Policy and related documentation requirements may be reviewed and updated from time to time, and the latest approved requirements in effect at the time of processing shall apply.

4. Payment Process Flow

Requestor / Operations

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Purchase Request & Internal Approval

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Procurement / Purchasing

- Vendor coordination
- PO issuance
- Supporting document collection

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Submission of Complete Supporting Documents

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Accounts Department

- Documentation verification
- PV preparation
- Transaction recording
- Bank transaction initiation

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Finance Department

- Independent review
- Financial validation
- Approval control
- Bank authorisation

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Payment Release

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Remittance Advice Issuance

Transactions requiring clarification, missing documentation, or unresolved discrepancies may be returned to the responsible department prior to further processing.

5. Departmental Responsibilities

5.1 Requestor / Originating Department

Responsible for:

- initiating purchase or payment requests;
- providing business justification and operational support;
- obtaining required approvals;
- confirming receipt or completion of goods/services;
- ensuring submitted information is accurate and complete; and
- complying with its approved SOP or workflow.

5.2 Procurement / Purchasing Department

Responsible for:

- coordinating procurement activities;
- issuing approved Purchase Orders;
- obtaining supplier supporting documents;
- ensuring procurement documents are complete and properly referenced; and
- forwarding complete documentation for payment processing.

5.3 Legal & Compliance Department

Responsible for:

- coordinating with requesting department for contract preparation;
- ensuring terms and conditions are accurately and properly documented;
- maintaining legal documentation standards;
- forwarding endorsed contract to relevant departments

5.4 Accounts Department

Responsible for:

- reviewing submitted documents for completeness and consistency;
- verifying alignment between invoices, PO, contracts, DN, GRN, approvals, and supporting records;
- preparing Payment Vouchers;
- recording financial transactions; and
- initiating bank transactions for approved payments.

Accounts performs verification and processing control functions and is not responsible for sourcing or reconstructing missing supporting documents on behalf of originating departments.

5.5 Finance Department

Responsible for:

- performing independent financial validation;

- reviewing payment legitimacy and approval compliance;
- checking contractual and financial alignment where applicable;
- approving payment transactions within authority limits;
- authorising bank transactions; and
- coordinating remittance advice after payment processing.

Finance approval does not replace operational ownership, procurement responsibility, or documentation accountability.

6. Minimum Documentation Requirements

6.1 Purchase Order-Based Transactions

- Approved Purchase Request
- Approved Purchase Order
- Supplier Invoice
- Delivery note
- Delivery docket
- Goods receipt note
- Supporting Approval
- Contract / Agreement, where applicable

6.2 Contract-Based Transactions

- Signed Contract / Agreement
- Invoice / Progress Claim
- Completion Confirmation or Certification
- Supporting Approval
- Milestone verification, where applicable

6.3 Reimbursement Claims

- Original Receipt or Supporting Evidence
- Business Purpose / Justification
- Authorised Approval
- Supporting operational documents, where applicable

6.4 Non-PO Transactions

- Written business justification
- Supporting approval
- Invoice or billing document
- Relevant operational evidence
- Additional supporting documents where applicable

7. Financial Documentation Matrix & Submission Guide

Payment / Request Type	Examples	Submitting / Coordinating Department	Minimum Documents to be Provided
Goods / Purchase Payment	Materials, tools, spare parts, office supplies, equipment	Requesting Department / Procurement / Receiving Department	Contract, approved PO, supplier invoice, delivery confirmation/goods receipts notes/ delivery note, and relevant approvals

Security Payment	Transportation, escort and security	Security and Operations/ Legal & Compliance Department	Contract, invoice, attendance record, service confirmation and relevant approvals
Service Payment	Consultancy, maintenance, repair, training, IT support, recruitment	Requesting Department / Legal and Compliance Department	Contract/service agreement, supplier invoice, service completion or service confirmation
Project / Progress Claim Payment	Subcontractor claims, staged project billing	Project Department / Legal and Compliance Department	Signed contract/subcontract agreement, progress claim invoice, work/progress certification, site or project confirmation, approved variation documents where applicable, and relevant approvals
Rental / Lease Payment	Office rental, warehouse, accommodation, equipment lease	Leasing / Legal and Compliance	Lease or tenancy agreement, invoice, payment schedule, and approval for new, renewed, or revised terms where applicable
Utilities / Recurring Payment	Electricity, water, internet, phone, software subscription	IT / User Department	Invoice/statement, account or subscription details, contract/agreement where applicable, and approval for abnormal charges where applicable
Employee Reimbursement	Business expenses paid personally by employee Special: Traffic Infringement	Claimant / Reporting Manager Requesting Department/ Security & Operations Department/ Legal & Compliance	Original receipts/tax invoices, proof of payment, business justification, and approval Resolved incident report reference no./ Endorsed traffic infringement notice/ Employee's notice/ Payment receipt
Advance Request	Travel advance, operational advance, emergency purchase advance	Requesting Department / Claimant	Purpose/justification, estimated costing or quotation where applicable, budget confirmation where applicable, and approval
Advance Settlement	Settlement of previously issued advance	Claimant / Reporting Manager	Settlement summary, original receipts, proof of unused balance refund where applicable, and settlement approval

Petty Cash Claim	Minor operational expenses	Claimant / Petty Cash Custodian / Approving Manager	Approved petty cash request, original receipts, business purpose, and approval
Payroll & Employee Benefit Payment	Salary, overtime, allowance, leave payout, final pay	Payroll / Employee Services / Reporting Manager	Supporting documents and approvals in accordance with the applicable Payroll Policy, HR Policy, and approved system workflow requirements
Travel / Air Ticket Payment	Airfare, accommodation, mobilisation travel	Employee Services / Travel Coordinator / Approving Manager	Travel request, itinerary or booking confirmation, quotation/invoice, entitlement verification where applicable, and approval
Professional Fee Payment	Legal, audit, consultancy, specialist services	Requesting Department / Contract Owner / Legal & Compliance where applicable	Contract or engagement letter, invoice, deliverables/report or service confirmation, and relevant approvals
Employee Welfare / Social Event Payment	Staff event, team building, festive celebration, welfare activity, CSR event	Social Committee / Organising Department	Event proposal or approval, quotation/invoice where applicable, approved event budget where applicable, attendance or event evidence where applicable, and relevant approvals
Exceptional / Non-Standard Payment	Non-PO or urgent operational payment	Requesting Department / Approving Manager	Written justification, invoice/supporting documents, evidence of goods/services received or service rendered, and management approval
Capital Expenditure (CAPEX)	Vehicles, machinery, major equipment, building works, system implementation	Requesting Department / Project Owner / Asset Custodian	Approved CAPEX budget/request, quotation/tender documents, PO/contract where applicable, invoice, delivery or completion confirmation, and asset details where applicable

Donation / Sponsorship / CSR Payment	Community support, sponsorship, external CSR programme	Requesting Department / Social Committee / Management	Formal request, justification, event/programme details, management approval, and recipient acknowledgement where applicable
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General Notes

1. The documents listed above represent the minimum supporting documents required before a request can proceed for review and processing.
2. Additional supporting documents may be requested depending on the nature, value, complexity, contractual requirement, tax implication, operational requirement, or audit requirement of the transaction.
3. Transactions remain subject to approved budget allocation, spending authority, and applicable approval limits where required. Submission of supporting documents does not override budget control, approval hierarchy, or financial authority requirements.
4. Submission of documents does not automatically guarantee payment on next payment cycle. Processing remains subject to document completeness, approval validation, transaction readiness, banking availability, payment prioritisation, cashflow planning, and operational processing capacity.
5. Incomplete, unclear, inconsistent, or unsupported submissions may be returned for clarification, correction, or regularisation prior to processing.
6. Operational urgency, supplier follow-up, delayed submission, verbal instructions, messaging confirmations, or informal communication do not replace formal approval and supporting documentation requirements.
7. The submitting/coordinating department remains responsible for the completeness, accuracy, legitimacy, and timely submission of supporting documents related to the transaction.

8. Transaction Readiness & Processing

A transaction shall only be considered payment ready when:

- all required supporting documents are complete;
- approvals are fully obtained;
- invoice details and supporting references are consistent;
- discrepancies are resolved;
- operational and procurement requirements are satisfied; and
- financial control requirements are met.

Submission alone does not constitute payment readiness.

9. Service Level Agreement (SLA)

The SLA applies only to payment transactions submitted with complete, accurate, and properly approved supporting documentation.

Processing timelines shall commence only when a transaction is deemed payment ready.

Transactions with incomplete supporting documents, pending approvals, unresolved discrepancies, or outstanding clarification requirements shall be subject to processing suspension, and the applicable SLA shall resume only upon full resolution of the outstanding matters.

Accounts and Finance shall process payment transactions within reasonable operational timelines and according to the Company's scheduled payment cycle, subject to:

- document verification;

- approval validation;
- transaction readiness;
- payment prioritisation;
- banking availability;
- cashflow planning; and
- operational processing capacity.

10. Scheduled Payment Cycle & Cut-Off

Payments shall be processed based on the Company's approved payment cycle and operational processing schedule.

Transactions submitted before the designated cut-off time shall be considered for the next scheduled payment cycle, subject to successful document verification, approval validation, transaction readiness, banking availability, payment prioritisation, cashflow planning, and operational processing capacity.

The scheduled payment cycle serves as a processing framework and shall not be interpreted as an automatic payment commitment.

Payment submissions received after the designated cut-off time may be deferred to the next payment cycle.

11. Clarification & Exception Handling

Transactions requiring clarification or additional supporting documents may be returned to the responsible department prior to processing.

Urgent requests may be accommodated where operationally necessary and subject to appropriate approval. However, all required procedures, approvals, and supporting documentation must be regularised immediately thereafter through the standard process.

Urgency, supplier follow-up, delayed submission, incomplete documentation, verbal approval, informal instruction, or messaging confirmation shall not replace or override the Company's documentation, verification, approval, and financial control requirements.