

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 7083  
**COMPANY NAME** : ANALABS RESOURCES BERHAD  
**FINANCIAL YEAR** : April 30, 2021

## OUTLINE:

### **SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE**

*Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.*

### **SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

*Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.*

## SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

*Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.*

### Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Board provides the overall governance as well as stewardship and oversight for the direction and management of the Company and Group.</p> <p>In discharging its duties and functions effectively, the Board delegates certain responsibilities to its Board Committees. All committees have written terms of reference. These Committees are formed in order to enhance business and operating efficiency. The Chairman of the respective Committee will report to the Board the outcome of the Committees Meetings for the Board's consideration and final decision. Minutes of the respective Meeting will be presented to the Board for its information.</p> <p>The Board retains full responsibility for the direction and control of the Company and the Group.</p> <p>The Board Charter and Terms of Reference of the Board Committees are available on the Company's website at The Board establishes the vision and strategic objectives of the Group, directing policies, strategic action plans and stewardship of the Group's resources. The Board's role and responsibilities amongst others include:</p> <ul style="list-style-type: none"><li>i. Overseeing and evaluating the conduct and performance of the Company and Group;</li><li>ii. Ensuring that the statutory accounts of the Group are true and fairly stated and conform with the relevant regulations including acceptable accounting policies approved financial reporting standards;</li><li>iii. Identifying principal risks and ensuring implementation of a proper risk management system;</li><li>iv. Establishing a succession plan;</li><li>v. Overseeing the development and implementation of a shareholder communication policy for the Company;</li></ul>

	vi. Reviewing the adequacy and the integrity of the management information and internal controls system of the Group; and vii. Be responsible for the overall corporate governance of the Group, including environmental and social impact and the Group's strategic direction, establishing goals for Management and monitoring the achievement of these goals
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

## Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

## Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Chairman of the Board, Mr Kan Yow Kheong is primarily responsible to lead the Board. Based on the Board Charter, the Executive Chairman's responsibilities encompass the following:-</p> <ul style="list-style-type: none"><li>i. ensure that the Board functions effectively, cohesively and independently of Management</li><li>ii. providing governance in matters requiring corporate justice and integrity</li><li>iii. leading the Board, including presiding over Board meetings and Company meetings and directing Board discussions to effectively use the time available to address the critical issues faced by the Company</li><li>iv. promoting constructive and respectful relationship between board members and between board members and management</li><li>v. ensure that there are effective communication between the Company and/or Group and its shareholders and relevant stakeholders</li><li>vi. developing the strategic direction of the Group</li><li>vii. ensure that the Company and/or the Group's business is properly and efficiently managed by ensuring that the executive team implements the policies and strategies adopted by the Board and its Committees</li><li>viii. ensure that the objectives and standards of performance are understood by Management and employees</li><li>ix. ensure that the operational planning and control systems are in place</li><li>x. monitoring performance results against plans</li><li>xi. taking remedial action, where necessary</li></ul>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.3

The positions of Chairman and CEO are held by different individuals.

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	The Board is mindful of the role held by the Mr Kan Yow Kheong as the Executive Chairman and assumes the function of Chief Executive Officer which is a departure from Practice 1.3 of the MCCG that states the position of Chairman and the Chief Executive Officer are to be held by different individuals.	
		The Board is of the view that there are sufficient experienced and independent-minded Directors on the Board to provide sufficient checks and balances. Given that there are four experienced Independent Directors representing 67% of the Board, the Board collectively would be able to function independently of management. This allows for effective oversight of the management as well as to support objective and independence deliberation, review and decision making.  The Board is also of the view that it is in the interest of the Company to maintain the above arrangement so that the Board could have the benefit of a chairman who is highly knowledgeable about the businesses of the Group, and able to brief the Board in a timely manner on key issues and developments that may directly or indirectly affect any of the businesses of the Group.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

## Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.4

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company Secretaries all possess the knowledge and experience to carry out their functions.</p> <p>In performing their duties, the Company Secretaries carry out, amongst others, the following tasks which also covers board adherence on procedures and compliance with corporate governance best practices:-</p> <ul style="list-style-type: none"><li>• Statutory duties as required under the Act, Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("BMSB") and Capital Market and Services Act 2007;</li><li>• Facilitating and attending Board Meetings and Board Committee Meetings;</li><li>• Maintaining records for the purpose of meeting statutory obligations;</li><li>• Assisting the Board with the preparation of announcements for release to BMSB and the Securities Commission Malaysia; and</li><li>• Rendering advice and support to the Board and Management.</li></ul> <p>All Directors have access to the advice and services of the Company Secretary, who is responsible to the Board for ensuring that Board procedures are complied with.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.5

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Directors are provided with sufficient information and material for Board discussions and meeting materials are circulated to all Directors at least five (5) business days in advance of board meetings unless in unavoidable circumstances, to enable the Directors to review, seek additional information or clarification on the matters to be deliberated at the Board.</p> <p>The Senior Management and/or other relevant Board members will provide comprehensive explanation of pertinent issues and recommendations. The issues would then be deliberated and discussed thoroughly by the Board prior to decision-making.</p> <p>In furtherance of their duties, the Directors may seek independent professional advice if necessary, at the expense of the Company.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

**Practice 2.1**

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board has in place a Board Charter which is accessible on the Company's website. The Board Charter demarcates the responsibilities between the Board, Board Committees, Executive Chairman and Company Secretaries. It also clearly identifies the issues and decisions reserved for the Board.</p> <p>The Board will review this Charter from time to time and make the necessary amendments to ensure that they remain consistent with the Board's objective, current law and practices.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

**Practice 3.1**

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Code of Ethics for Director and Code of Conduct are published in the Company's website at <a href="http://www.analabs.com.my">www.analabs.com.my</a> .	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

### Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The Board has in place a Whistle Blowing Policy for employees to raise genuine concerns, without fear, about any suspected and/or known misconduct, wrongdoings, corruption, fraud, waste and/or abuse. The Whistle Blowing Policy is available for reference at the Company's website at <a href="http://www.analabs.com.my">www.analabs.com.my</a> .
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

**Practice 4.1**

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Board consists of six (6) members comprising the Executive Chairman, four (4) Independent Non-Executive Directors and one (1) Executive Director. More than half of the Board members comprise of Independent Directors.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

## Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

## Practice 4.2

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should justify and seek annual shareholders' approval. If the board continues to retain the independent director after the twelfth year, the board should seek annual shareholders' approval through a two-tier voting process.

<b>Application</b>	: Applied - Annual shareholders' approval for independent directors serving beyond 9 years
<b>Explanation on application of the practice</b>	<p>Pursuant to the Board Charter, the Company has a policy where the tenure of an Independent Director shall not exceed a cumulative term of nine (9) years. However, upon completion of the nine (9) years, the Independent Director may continue to serve the Board subject to the Director being re-designated as a Non-independent Director.</p> <p>If the Board intends to retain an Independent Director beyond nine (9) years, it should justify and seek shareholders' approval.</p> <p>Apart from Mr Low Chin Ann @ Han Chin Ann (Mr Low) and Mr Lai Yew Choong (Mr Lai) who would have served the Board for a cumulative term of nine (9) years from 1 December 2021 onwards, the Company does not have any independent directors who has served more than nine (9) years.</p> <p>The Nomination Committee and the Board had assessed the independence of Mr Low and Mr Lai and had recommended that they be retained as Independent Directors of the Company based on among others, the following justifications and recommends that Mr Low and Mr Lai be retained as Independent Directors subject to the approval of the shareholders of the Company at the forthcoming 23<sup>rd</sup> AGM:-</p> <p>(i) Mr Low and Mr Lai have fulfilled the definition of Independent Directors as set out under Paragraph 1.01 of the Bursa Malaysia Securities Berhad Main Market Listing Requirements and being independent, they will be able to function as a check and balance, bring an element of objectivity to the Board's and Board's Committees deliberations of which they are a member. Their length of service on the Board and Board Committees do not in any way interfere with their exercise of independent</p>

	<p>judgement and ability to act in the best interest of the Company;</p> <p>(ii) They have been with the Company for more than nine (9) from 1 December 2021 onwards and are familiar with the Company's business operations;</p> <p>(iii) They have exercised due care and diligence during their tenure as Independent Directors and carried out their duties professionally and objectively in the interest of the Company and shareholders; and</p> <p>(iv) They do not have any conflict of interest throughout they tenure of office as independent directors of the Company and have not entered into and are not expected to enter into any contracts which will give rise to any related party transactions with the Company and its subsidiaries.</p> <p>Apart from Mr Low and Mr Lai, none of the other current independent directors have served as Director for more than nine (9) years</p>
<p><b>Explanation for departure</b></p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p><b>Measure</b></p>	<p>:</p>
<p><b>Timeframe</b></p>	<p>:</p>

**Intended Outcome**

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

**Practice 4.3 - Step Up**

The board has a policy which limits the tenure of its independent directors to nine years.

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 4.4

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board practises non-discrimination on gender, race or religion and it is committed to ensure that its composition not only reflect the diversity as recommended by the Code, as best as it can, but also has the right mix of skills and balance to contribute to the achievement of the Group's goals.</p> <p>The Board takes appropriate measures to ensure that boardroom diversity is considered as part of its selection and recruitment exercise. However, the merits of the individual and the knowledge and expertise relevant to the Company will be the main criteria when considering the selection of new candidates to the Board.</p> <p>The assessment/evaluation process may include among others:-</p> <ol style="list-style-type: none"> <li>a. a review of the candidate's resume, curriculum vitae and qualification. The NC would also assess the candidate's integrity, wisdom, independence, ability to make independent and analytical inquiries, ability to work as a team to support the Board, understanding of the business environment and the willingness to devote adequate time and commitment to attend to the duties/functions of the Board;</li> <li>b. in the case of candidates for the position of Independent Non-Executive Directors, the independence and ability to discharge such responsibilities as expected from the Independent Non-Executive Director;</li> <li>c. whether the candidate has any conflict of interest with the Company.</li> </ol>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 4.5

The board discloses in its annual report the company's policies on gender diversity, its targets and measures to meet those targets. For Large Companies, the board must have at least 30% women directors.

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>The Company does not have a policy on gender, ethnicity and age group for candidates to be appointed on the Board. The Group does not practise any form of objective or selection criteria in consideration of candidates to the Board. Any appointment and retention of directors is based on merit and without prejudice, taking into consideration the requirements for the Board to be effective. The Board periodically assess the skills, expertise, experience, gender, age and independence of its directors against the needs of the Board. The Board is guided by the principle that appointment of a new Board members shall not be based solely on gender. Although the Company does not currently have a written policy on diversity pertaining to the selection of its Board members, the Board has always taken into account diversity as one of the selection criteria of Board appointees as it recognises that a diversified Board will provide effective and dynamic discussions at the Board level.</p> <p>Same practice is adopted for selection of senior management.</p> <p>Currently, the Company has one female director on the Board.</p>
Please provide an alternative practice and explain how the alternative practice meets the intended outcome.		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
<b>Timeframe</b>	:	Choose an item.

**Intended Outcome**

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

**Practice 4.6**

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>In identifying new Board members, the Board seeks recommendation for candidates from existing Board members, management and shareholders or third party referrals.</p> <p>The Nomination Committee (“NC”) is responsible to recommend candidates to the Board to fill vacancy arising from resignation, retirement or other reasons or if there is a need to appoint additional Directors with the required skill or profession to the Board in order to close the competency gap in the Board identified by the NC.</p> <p>The Board will also consider candidates from all sources including independent sources as long as the candidate is suitable for the appointed position.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

**Practice 4.7**

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Chairman of the NC is Mr Low Chin Ann @ Han Chin Ann who is the Senior Independent Non-Executive Director.</p> <p>The role of the Senior Independent Non-Executive Director amongst others includes taking the lead of succession planning, recommending appointment of board and committee members, annual review of board effectiveness, and assessment of the performance of each individual Director. The Senior Independent Non-Executive Director is also the point of contact for shareholders to convey their concerns.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

### Practice 5.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out and its outcome.

For Large Companies, the board engages independent experts periodically to facilitate objective and candid board evaluations.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board evaluation comprised a Board and Board Committee’s Assessment, Assessment by Individual Directors and Peer Assessments and Assessments of Independence of Independent Non-Executive Directors.</p> <p>For Individual Performance and Board Evaluation, the assessment criteria include among others, contribution and performance, calibre and personality, Board mix and composition, quality of information and decision making as well as participation at Board and Committee Meeting. The Board also undertook an evaluation on the Audit and Risk Management Committee (“ARMC”) and the assessment criteria include effectiveness and quality, external and internal audits and financial reporting. The criteria for assessing the independence of an Independent Director include among others, the relationship between the Independent Director and the Group and his or her involvement in any significant transaction with the Group. The results and recommendations from the evaluation were reported to the Board for further consideration and action, if required.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

### Practice 6.1

The board has in place policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The policies and procedures are periodically reviewed and made available on the company's website.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company has a Remuneration Policy which sets out the guideline on the remuneration of the directors (for both Executive and Non-Executive Directors) and senior management.</p> <p>The objectives of the Company's remuneration policy on Directors' remuneration is to attract, retain and motivate the Directors of the highest quality and to recognise and reward the high performing Directors for achieving the Company's business and corporate goals.</p> <p>The Remuneration Committee ("RC") shall ensure that the levels of remuneration are competitive in the market to attract and retain Directors of the quality required to manage the business of the Group. The RC is entrusted under its terms of reference to assist the Board, amongst others, to recommend to the Board the remuneration of the Executive Directors. In the case of Non-Executive Directors, the level of remuneration shall reflect the experience and level of responsibilities undertaken by each of the Non-Executive Directors concerned.</p> <p>The directors' fees for the Non-Executive Directors have been reviewed by the Company's RC and the Board, thereafter, recommends to the shareholders for approval.</p> <p>The Remuneration Policy can be found at the Company's website at <a href="http://www.analabs.com.my">www.analabs.com.my</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

### Practice 6.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>In line with the Best Practices of the MCCG, the Board has set up a Remuneration Committee which comprise wholly of Independent Non-Executive Directors in order to assist the Board for determining the Director's remuneration.</p> <p>The RC is authorised by the Board to establish a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration packages of individual Directors.</p> <p>RC has a Terms of Reference ("TOR") which sets out the authority and duties of the RC, and this TOR can be found on the Company's website at <a href="http://www.analabs.com.my">www.analabs.com.my</a>.</p> <p>The Directors who are shareholders of the Company will abstain from voting on the resolution pertaining to their respective Directors' Fees.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

## Practice 7.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

<b>Application</b> :	Applied					
<b>Explanation on application of the practice</b> :	The remuneration breakdown of individual director for the financial year ended 30 April 2021 are as follows:					
	<b>GROUP</b>	<b>Fees (RM)</b>	<b>Salaries, Bonuses, Incentives (RM)</b>	<b>EPF (RM)</b>	<b>Benefits-in kind (RM)</b>	<b>Total (RM)</b>
	<b>Executive Directors</b>					
	Kan Yow Kheong	12,000	36,096	1,464	0	49,560
	Kan Mun Hoow	12,000	191,847	19,440	0	223,287
	<b>Independent Non-Executive Directors</b>					
	Low Chin Ann @ Han Chin Ann	18,000			0	18,000
	Lai Yew Choong	12,000			0	12,000
	Clifton Heath Fernandez	12,000			0	12,000
	Lye Meei Ruu	12,000			0	12,000
	<b>Total</b>	<b>78,000</b>	<b>227,943</b>	<b>20,904</b>	<b>0</b>	<b>326,847</b>
	<b>COMPANY</b>	<b>Fees (RM)</b>	<b>Salaries, Bonuses, Incentives (RM)</b>	<b>EPF (RM)</b>	<b>Benefits-in kind (RM)</b>	<b>Total (RM)</b>
	<b>Executive Directors</b>					
	Kan Yow Kheong	12,000	18,048	732	0	30,780
	Kan Mun Hoow	12,000			0	12,000
	<b>Independent Non-Executive Directors</b>					

	Low Chin Ann @ Han Chin Ann	18,000			0	18,000
	Lai Yew Choong	12,000			0	12,000
	Clifton Heath Fernandez	12,000			0	12,000
	Lye Meei Ruu	12,000			0	12,000
	<b>Total</b>	<b>78,000</b>	<b>18,048</b>	<b>732</b>	<b>0</b>	<b>96,780</b>
	<p>Note:</p> <p>(i) Directors' Fees /Meeting Allowance The shareholders approved the payment of the Directors' fees of RM108,000 in respect of the financial year ended 30 April 2021, at the 22nd AGM.</p> <p>The Company will be seeking the approval of the shareholders for the Proposed Director Fees of RM108,000.00 for the financial year ending 30 April 2022 at the forthcoming AGM. The fees will not be paid until the approval of the shareholders in the forthcoming AGM.</p> <p>(ii) Non-Executive Directors The Non-Executive Directors are not entitled to any other benefits or incentive plan.</p> <p>(iii) Executive Chairman The Executive Chairman's remuneration package is reflected in his service contract as structured taking into account the fixed compensation which includes basic salaries, fees and allowances including a variable performance-linked bonus.</p>					
<b>Explanation for departure</b>						
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>						
<b>Measure</b>						
<b>Timeframe</b>						

## Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

## Practice 7.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

<b>Application</b> :	Departure																																	
<b>Explanation on application of the practice</b> :																																		
<b>Explanation for departure</b> :	<p>The Company does not comply with the recommendations to disclose the detailed remuneration of each member of Senior Management in bands of RM50,000 on a named basis in order to preserve confidentiality, negative impact arising from the disclosure, and the larger need to maintain a stable work environment to meet long-term strategic goals.</p> <p>The Board is of the opinion that the disclosure of top 5 key senior management's remuneration on a named basis will be detrimental to the Group as this will facilitate the opportunity of prospective employers to pinch the Group's top senior management and employees.</p> <p>The remuneration top 5 key senior management, inclusive of Executive Directors by bands of RM50,000 for the financial year ended 30 April 2021 are as follows:-</p> <table border="1"> <thead> <tr> <th>Senior Management</th> <th>Fees</th> <th>Salaries/ Bonuses</th> <th>Benefits in-kind</th> <th>EPF</th> </tr> </thead> <tbody> <tr> <td>Below RM50,000</td> <td>-</td> <td>-</td> <td>-</td> <td>4</td> </tr> <tr> <td>RM50,001 to RM100,000</td> <td>-</td> <td>-</td> <td>-</td> <td>1</td> </tr> <tr> <td>RM100,001 to RM150,000</td> <td>-</td> <td>2</td> <td>-</td> <td>-</td> </tr> <tr> <td>RM150,001 – RM200,000</td> <td>-</td> <td>2</td> <td>-</td> <td>-</td> </tr> <tr> <td>RM300,000 – RM350,000</td> <td>-</td> <td>1</td> <td>-</td> <td>-</td> </tr> </tbody> </table> <p>Please provide an alternative practice and explain how the alternative practice meets the intended outcome.</p>				Senior Management	Fees	Salaries/ Bonuses	Benefits in-kind	EPF	Below RM50,000	-	-	-	4	RM50,001 to RM100,000	-	-	-	1	RM100,001 to RM150,000	-	2	-	-	RM150,001 – RM200,000	-	2	-	-	RM300,000 – RM350,000	-	1	-	-
Senior Management	Fees	Salaries/ Bonuses	Benefits in-kind	EPF																														
Below RM50,000	-	-	-	4																														
RM50,001 to RM100,000	-	-	-	1																														
RM100,001 to RM150,000	-	2	-	-																														
RM150,001 – RM200,000	-	2	-	-																														
RM300,000 – RM350,000	-	1	-	-																														
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>																																		

<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
<b>Timeframe</b>	:	Choose an item.	

**Intended Outcome**

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

**Practice 7.3 - Step Up**

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

**Intended Outcome**

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.  
The company's financial statement is a reliable source of information.

**Practice 8.1**

The Chairman of the Audit Committee is not the Chairman of the board.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Chairman of the ARMC and the Chairman of the Board are held by different persons. The Chairman of the ARMC is Clifton Heath Fernandez.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

**Practice 8.2**

The Audit Committee has a policy that requires a former key audit partner to observe a cooling-off period of at least two years before being appointed as a member of the Audit Committee.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>None of the members of the ARMC were former audit partners .</p> <p>The Terms of Reference of the ARMC includes that in the event a former audit partner is appointed as a member of the ARMC, the former audit partner is to observe a cooling-off period of at least two (2) years before being appointed.</p> <p>In light of the enhanced Practice 9.2 introduced by the revised MCCG in April 2021, the Terms of Reference of the Audit Committee will be revised accordingly to ensure consistency with the new practice.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

### Practice 8.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board through the ARMC reviews and assess the independence of the External Auditors on a yearly basis. The ARMC works closely with the Management team in assessing the suitability of the external auditor. The areas of assessment include among others, the external auditors' objectivity and independence, audit fees, size and competency of the audit team, audit strategy, audit reporting and partner involvement.</p> <p>The External Auditors, in supporting their independence, provided the ARMC with a written assurance confirming their independence throughout the conduct of the audit engagement in accordance with the relevant professional and regulatory requirements. The External Auditors have provided such declaration in their annual audit plan presented to the ARMC of the Company during the financial year.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.  
The company's financial statement is a reliable source of information.

### Practice 8.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	<p>The ARMC is made up exclusively of Independent Directors.</p> <p>Currently, the ARMC comprises the following members all of whom are Independent Non-Executive Directors :-</p> <p>Chairman: Clifton Heath Fernandez (Independent Non-Executive Director)</p> <p>Members : Lai Yew Choong (Independent Non-Executive Director) Low Chin Ann @ Han Chin Ann (Senior Independent Non-Executive Director)</p> <p>All the Independent Non-Executive Directors have satisfied the independence test based on the criteria set out in the Main Market Listing Requirements of Bursa Securities.</p>

### Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

### Practice 8.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Chairman of ARMC, Clifton Heath Fernandez is a fellow of the Chartered Certified Accountant (ACCA, UK) has the necessary knowledge on financial matters.  All members of the ARMC are financially literate as they keep themselves abreast with the latest developments in accounting and auditing standards and the impact to the Group through briefings by Management and external auditors as well as attending relevant external trainings.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

### Practice 9.1

The board should establish an effective risk management and internal control framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Analabs has established an ongoing process for identifying, evaluating and managing the significant risks that may affect the achievement of its business objectives. Any issue that affects the Group from achieving its business objectives are discussed in the Steering Committee meetings held during the financial year. Management is responsible for assisting the Board in implementing the processes for identifying, evaluating, monitoring and reporting risks and internal controls throughout the period.</p> <p>The Board is of the view that the Group's risk management and internal control framework and systems are in place for the financial year under review and up to the date of issuance of the financial statements for identifying, evaluating and managing significant risks faced or potentially encountered by the Group.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company’s objectives is mitigated and managed.

**Practice 9.2**

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The disclosure on the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework is set out on pages 36 and 38 of the Annual Report.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

**Practice 9.3 - Step Up**

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

<b>Application</b> :	Not Adopted
<b>Explanation on adoption of the practice</b> :	

### Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

### Practice 10.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has delegated the responsibility of reviewing the adequacy and integrity of the internal control system to the ARMC. The ARMC assesses the adequacy and integrity of the internal control system and its compliance with the Group's policies and procedures through independent reviews performed by the outsourced internal auditors. In this respect, the Board, through the ARMC receives and reviews reports on internal control from the outsourced internal auditors. The outsourced internal auditors reports directly to the ARMC.</p> <p>The ARMC reviews and approves the audit plan, scope of work and reviews reports of the outsourced internal auditors. The internal auditors reports to the ARMC on areas for improvement and will subsequently follow up to determine the extent to which their recommendations have been implemented.</p> <p>The monitoring activities are supported by the outsourced internal auditors who visits, based on the Audit Plan approved by the ARMC, key business operations every quarter for systematic review of the effectiveness of internal controls and reports to the ARMC.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

## Practice 10.2

The board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group has appointed an external service provider to carry out the internal audit function, namely RSM Corporate Consulting (Malaysia) Sdn. Bhd. The outsourced Internal Auditors (“IA”) acts independently with impartiality, proficiency and exercise due professional care, and reports directly to the ARMC.</p> <p>The Outsourced IA is headed by its principal, Mr. Ian Ng, who is a member of Malaysian Institute of Accountants and CPA Australia.</p> <p>The Outsourced IA is staffed by 6 personnel of all levels, including the principal.</p> <p>The IA undertook regular reviews and audit assignments based on the Internal Audit Plan which was presented to, and approved by the ARMC.</p> <p>The audits were performed using a risk based approach and designed to test the Group’s established framework of controls to ascertain that they were operating effectively.</p>
<b>Explanation for departure</b>	:	  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

### Practice 11.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Communication and engagement with stakeholders are made through</p> <ul style="list-style-type: none"><li>(i) The Annual Report;</li><li>(ii) The various disclosures and announcements made to Bursa Malaysia Securities Berhad including the Quarterly Results and Annual Results; and</li><li>(iii) The website at <a href="http://www.analabs.com.my">www.analabs.com.my</a> which shareholders as well as members of the public are invited to access for the latest information on the Group.</li></ul> <p>Stakeholders are encouraged to direct their inquiries to Mr Low Chin Ann @ Han Chin Ann as the Senior Independent Non-Executive Director to whom concerns from the public may be conveyed. Mr Low can be contacted via the following address:-</p> <p style="padding-left: 40px;">c/o Analabs Resources Berhad Unit 621, 6<sup>th</sup> Floor, Block A, Kelana Centra Point, No.3, Jalan SS7/19, Kelana Jaya, 47301 Petaling Jaya Selangor Darul Ehsan.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other’s objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

**Practice 11.2**

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	Not applicable as Analabs is not considered a Large Company.	
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
<b>Timeframe</b>	:	Choose an item.	

**Intended Outcome**

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

**Practice 12.1**

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Company's AGM serves as a principal forum for dialogue with shareholders. Shareholders are encouraged to meet and communicate with the Board at the AGM and to vote on all resolutions. Extraordinary General Meetings are held as and when required.</p> <p>The Company sends out the Notice of AGM and related circular to Shareholders at least 28 days before the meeting in order to facilitate the full understanding and evaluation of the issues involved.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

**Practice 12.2**

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>At the 22nd AGM of the Company held on 8 October 2020, all the Directors were present in person to engage with the shareholders.</p> <p>During the AGM, the Chairman also invited shareholders to raise any questions pertaining to the Company's financial statements and other agenda items, before putting the resolutions to vote.</p> <p>The Directors and senior management present at the AGM had responded to the queries raised by the shareholders. The External Auditors, Crowe Malaysia PLT was also present at the AGM to answer shareholders' queries.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 12.3

Listed companies with a large number of shareholders or which have meetings in remote locations should leverage technology to facilitate–

- including voting in absentia; and
- remote shareholders' participation at General Meetings.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company's 23rd AGM will be conducted on a fully virtual basis via the remote participation and voting provided by Digerati Technologies Sdn. Bhd, via its online website at <a href="https://agm.digerati.com.my/analabs-online">https://agm.digerati.com.my/analabs-online</a>.</p> <p>The Remote Participation and Electronic Voting ("RPEV") facilities will enable shareholders to participate remotely, pose questions to the Board of Directors and/or Management and vote via electronic voting at the virtual AGM.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT  
CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

*Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.*

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