CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	7083
COMPANY NAME	**:**	ANALABS RESOURCES BERHAD
FINANCIAL YEAR	**:**	April 30, 2026

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 PERSUANT 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.

Application	:	Applied
Explanation on application of the practice	:	The Board provides the overall governance as well as stewardship and oversight for the direction and management of the Company and Group. 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. The Board retains full responsibility for the direction and control of the Company and the Group. The Board Charter and Terms of Reference of the Board Committees are available on the Company's website at www.analabs.com.my. 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:- i. Overseeing and evaluating the conduct and performance of the Company and Group; ii. Ensuring that the statutory accounts of the Group are true and fairly stated and conform with the relevant regulations including acceptable accounting policies and approved financial reporting standards; iii. Identifying principal risks and ensuring implementation of a proper risk management system; iv. Establishing a succession plan; v. Overseeing the development and implementation of a shareholder communication policy for the Company;

	vi. Reviewing the adequacy and the integrity of the management information and internal controls system of the Group; 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; and viii. Reviewing and approving the overall strategic plans and direction of the Group.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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.

Application	:	Applied
Explanation on application of the practice	:	The Chairman of the Board, Mr. Kan Yow Kheong is primarily responsible for leading the Board. Based on the Board Charter, the Executive Chairman's responsibilities encompass the following:- i. Ensuring that the Board functions effectively, cohesively and independently of Management; ii. Providing governance in matters requiring corporate justice and integrity; 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; iv. Promoting constructive and respectful relationship between Board members and between Board members and Management; v. Ensuring effective communication between the Company and/or Group and its shareholders and relevant stakeholders; vi. Developing and providing direction for implementation of strategic directions of the Group; vii. Ensuring 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; viii. Ensuring that the objectives and standards of performance are understood by Management and employees; ix. Ensuring that the operational planning and control systems are in place; x. Monitoring performance results against plans; and xi. Taking remedial action, where necessary.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	

Timeframe :		

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.

Application	:	Applied	
Explanation on application of the practice	:	The Chairman and the Executive Director cum Group Chief Executive Officer ("ED cum CEO") are held by different individuals. The Chairman is responsible for the overall leadership and efficient functioning of the Board as well as provides direction for the implementation of strategies as approved by the Board. The Chairman ensures that quality information is provided to the Board to facilitate decision-making in a timely manner. The Chairman encourages all Directors to play an active role in Board activities and allow dissenting views to be freely addressed. The ED cum CEO leads the management team in overseeing the business operations of the Company and the Group. He is responsible for executing the Group's business plans, implementing the Board's strategies, policies and decisions, and assisting the Chairman in developing and implementing the strategic directions of the Group. The ED Cum CEO is accountable to the Board for the overall performance of the Company and may delegate functions to Senior Management as appropriate, who report to him while remaining accountable to the Board. The roles of the Chairman and the ED Cum CEO are set out in the Board Charter, which is available in the Company's website at www.analabs.com.my.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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 Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.			
Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the Board is not a member of the Audit and Risk Management Committee as well as the Nomination Committee and Remuneration Committee.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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
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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Company Secretaries are members of the Malaysian Institute of Chartered Secretaries and Administrators. They possess the knowledge and experience to carry out their functions.

The Company Secretaries are responsible to the Board to ensure that the Board procedures are followed and that applicable rules and regulations are complied with.

All Directors have access to the advice and services of the Company Secretaries, who are responsible to the Board for ensuring that Board procedures are complied with.

The Company Secretaries keep abreast of the developments of corporate governance practices and relevant laws by attending training, seminars and talks to enhance their knowledge and skills.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
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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 1.6
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.

Application :	Applied	
Explanation on application of the practice :	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. 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. In furtherance of their duties, the Directors may seek independent professional advice, if necessary, at the expense of the Company.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">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, Executive Directors and Chief Executive Officer. It also clearly identifies the issues and decisions reserved for the Board.

The Board reviews the Board Charter periodically and makes the necessary amendments to ensure that it remains consistent with the Board's objective, current law and practices.

The Board Charter was reviewed and updated on 29 June 2022.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
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</table>

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.

Application	:	Applied	
Explanation on application of the practice	:	The Code of Ethics for Company Director and Code of Conduct are published in the Company's website at www.analabs.com.my. These codes set out the standards of ethical behaviour and conduct expected of the Board, management and employees, including provisions on managing conflicts of interest, preventing abuse of power, corruption, etc. The Company has in place an Anti-Bribery and Anti-Corruption Policy ("ABAC Policy") in compliance with Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018. The ABAC Policy outlines the rules, compliance requirements, controls and procedures to promote better governance culture and ethical behaviour within the Group. The Company has adopted a zero-tolerance approach against all forms of bribery and corruption.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	The Board has in place a Whistle Blowing Policy for employees to raise genuine concerns, without fear of retaliation, regarding any suspected or known misconduct, wrongdoings, corruption, fraud, waste and/or abuse. The Whistle Blowing Policy is reviewed periodically to maintain its relevance, adequacy and effectiveness, and is available for reference at the Company's website at www.analabs.com.my.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1
The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application :	Applied	
Explanation on application of the practice :	The sustainability governance has been spearheaded by the Board of Directors ("the Board") in collaboration with the Sustainability Committee, chaired by the Executive Director Cum Group Chief Executive Officer and the Sustainability Working Group. The Sustainability Committee comprises the subsidiaries' Sustainability Coordinator and respective stakeholders, while the Sustainability Working Group consists of various department heads within the Group. While the Board sets the direction for the Group's sustainability performance, they have empowered the Audit and Risk Management Committee to monitor the risk management and internal control systems, including risks related to sustainability. The responsibilities of the Sustainability Committee, Sustainability Coordinator and Sustainability Working Group are stated in pages 21 to 22 of the Corporate Sustainability Statement of the 2026 Annual Report.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2
The board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The sustainability initiatives during the financial year under review are disclosed under the Corporate Sustainability Statement in its 2026 Annual Report and are communicated to its internal and external stakeholders through various communication channels.

Employees support the implementation of the sustainability initiatives established by Management in their day-to-day operations. The Head of Departments of each business divisions are responsible for the implementation within their own business divisions respectively.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
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</table>

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3
The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application	:	Applied	
Explanation on application of the practice	:	The Board is aware of their need to stay abreast with and understand the sustainability issues concerning the Company and its business, including climate-related risks and opportunities. The Board is equipped with sufficient understanding and knowledge of sustainability matters that are relevant and pragmatic to the Group and its key business activities. In order to continuously enhance the Board's professional development in the area of sustainability, the Board and Senior Management are encouraged to attend various training programmes, to ensure that their competence and ability to tackle sustainability issues as they arise within the organisation. Further details of the sustainability initiatives are provided in the Corporate Sustainability Statement included in the Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4
Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application :	Applied	
Explanation on application of the practice :	The Board and Senior Management play an important role in addressing material sustainability risks and opportunities. The yearly performance evaluations of the board not only focus on financial performance but also include other non-financial aspects, including sustainability.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up
The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.		
Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Practice 5.1
The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Nomination Committee ("NC") annually reviews and recommends to the Board with regard to the structure, size, tenure, directorships, balance and composition of the Board and its Committees including the required mix of skills and experience, core competencies which the Directors should bring to the Board and other qualities to function effectively and efficiently.

The NC had also carried out Board evaluation on an annual basis. The Board's evaluation comprises performance assessment of the Board and Board Committees, Directors' self-assessment and Independent Directors' self-assessment. The assessment of the Board is based on three main areas covering Individual Performance, Board Evaluation and Board Committees Evaluation.

Based on the satisfactory outcome of the evaluations and assessments, the NC recommends the re-election of the retiring directors to the Board.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
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</table>

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

Practice 5.2
At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

Application :	Applied	
Explanation on application of the practice :	The Board consists of five (5) members comprising one (1) Executive Chairman, three (3) Independent Non-Executive Directors and one (1) Executive Director cum Group Chief Executive Officer.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 5.3
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 provide justification and seek annual shareholders' approval through a two-tier voting process.

Application	:	Applied	
Explanation on application of the practice	:	Pursuant to the Board Charter, the Company has adopted a policy that the tenure of an Independent Director shall not exceed a cumulative term of nine (9) years. Upon completion of the nine (9)-year tenure, an Independent Director may continue to serve on the Board, subject to his or her re-designation as a Non-Independent Director. Where the Board intends to retain an Independent Director beyond the cumulative term of nine (9) years, it will provide the necessary justification and seek shareholders' approval in accordance with the Malaysian Code on Corporate Governance. As at the date of this Report, none of the Independent Non-Executive Directors has served on the Board for a cumulative term exceeding nine (9) years.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years without further extension.

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.		
Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Practice 5.5
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.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application	:	Applied
Explanation on application of the practice	:	The Board is committed to ensuring that appointments to the Board and Senior Management are based on objective criteria and merit, with due regard for diversity in skills, experience, age, cultural background and gender. While the Board practises non-discrimination on gender, race, or religion, the primary considerations in the selection of candidates are their qualifications, competencies, and ability to contribute effectively to the Group's success. In establishing and ascertaining whether a person is fit and proper to be appointed as Director, the Nomination Committee shall consider among others, the following: (i) Probity, personal integrity, and reputation – a person must have personal qualities such as honesty, integrity, diligence, independence of mind and fairness. (ii) Experience and competence – a person must have the necessary skills, experience, ability and commitment to carry out the role. (iii) Time and commitment – a person must be able to devote time and effort as a board member. (iv) Financial integrity – a person must manage his debts or financial affairs prudently. (v) Conflict of interest or potential conflict of interest within the Group. Persons who are assessed to be not fit and proper will not be appointed as director.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :		
Timeframe :		

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

Practice 5.6
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.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application	:	Applied	
Explanation on application of the practice	:	In identifying candidates for appointment to the Board, the Board seeks recommendation for candidates from existing Board members, management and shareholders or third-party referrals. The Nomination Committee ("NC") is responsible for assessing and recommending candidates to the Board to fill vacancies arising from resignation, retirement or other reasons, or 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. The Board will also consider candidates from all sources including independent sources as long as the candidate is suitable for the appointed position.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.7
The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied	
Explanation on application of the practice	:	The profiles of the Board are available in the 2026 Annual Report. These include their age, gender, qualification, tenure of service, directorship in other companies, working experience and any conflict of interest or potential conflict of interest as well as their shareholding in the Company, if any. The Nomination Committee has assessed the performance of the retiring Directors through the annual Board evaluation process, which includes the assessment of independence for Independent Non-executive Directors. Based on the satisfactory performance and continued ability to contribute effectively, the Board (save for the retiring Directors who abstained from deliberation relating to their own re-election) supports the re-election of all retiring directors at the forthcoming Annual General Meeting ("AGM"). A statement of the Board's support and the reasons for each re-election are provided under Note 2 of the Explanatory Notes on Ordinary Business to the Notice of Twenty-Eighth AGM.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.8
The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the Nomination Committee is Mr. Ling Hua Kang, an Independent Non-Executive Director.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.9
The board comprises at least 30% women directors.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Board currently comprises of five (5) Directors, out of whom two (2) are women, representing 40.00% of the Board composition.

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 discrimination in the selection 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.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
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</table>

Intended Outcome

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

Practice 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application :	Applied	
Explanation on application of the practice :	The Board acknowledges the importance of diversity as an essential virtue of good corporate governance and an attribute of a well-functioning Board. Diverse views enhance Board discussions and ensure that the discussions made by the Board have been considered from all points of view. The Board acknowledges that diversity presents itself in a number of forms, including but not limited to gender, age, cultural background, educational background, ethnicity, professional experience, skills and knowledge. 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. As such, the Board has not set specific gender diversity targets but is committed to ensuring diversity and inclusiveness in its composition and deliberations.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 6.1
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 its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.		
Application	:	Applied
Explanation on application of the practice	:	The Board, through the Nomination Committee, undertook an annual evaluation of the Board, Board Committee, individual Directors, and the independence of Independent Non-Executive Directors. The evaluation process includes:- i. Board and Board Committees' Assessment – covering mix and composition, quality of information, decision-making effectiveness, and overall participation; ii. Individual Directors' Self-Assessment – focusing on contribution, performance, calibre, personality, and commitment; iii. Committee-specific assessments – including the Nomination Committee, Remuneration Committee and Audit and Risk Management Committee, where additional criteria such as audit effectiveness, quality of financial reporting, and internal control oversight are reviewed; and iv. Independence assessment – evaluating potential conflicts of interest, relationships with the Group, and involvement in significant transactions. The results of these evaluations were presented to the Board. Based on the satisfactory outcomes, the Board is of the view that its current composition, balance of skills, and independence remain effective in meeting the Company's strategic objectives. Where areas for enhancement were identified, the Board will address them through targeted development.
Explanation for departure	:	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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 7.1

The board has remuneration 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 remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The Company has a Remuneration Policy which sets out the guideline on the remuneration of the Directors and Senior Management. The objectives of the Company's remuneration policy on Directors' remuneration are 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. 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 in reviewing the remuneration framework periodically and recommending remuneration packages of the Executive Directors, Non-Executive Directors and Senior Management. For Executive Directors, remuneration reflects their responsibilities, leadership role, and performance, while for Non-Executive Directors, fees are determined based on their experience, level of responsibility, and contribution to the Board and its Committees. The Directors' Fees for the Non-Executive Directors have been reviewed by the Company's RC and the Board, with the Board recommending to the shareholders for approval. The Remuneration Policy can be found on the Company's website at www.analabs.com.my.
Explanation for departure	:	

<table>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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 7.2

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.

Application	:	Applied
Explanation on application of the practice	:	The Remuneration Committee ("RC") is comprised entirely of Independent Non-Executive Directors in order to assist the Board in determining the Directors' remuneration. The RC is authorised by the Board to establish a formal and transparent procedure for developing remuneration policy, determining Executive Directors' remuneration and reviewing remuneration matters for Senior Management. In recommending remuneration, the RC takes into account the demands, complexities, and performance of the Group, as well as market competitiveness. The RC's Terms of Reference ("TOR") which sets out the authority, duties and responsibilities can be found on the Company's website at www.analabs.com.my. The TOR was last reviewed and updated on 29 July 2022. The Directors who are shareholders of the Company will abstain from voting on the resolution pertaining to their respective Directors' Fee.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	

Timeframe :		

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 8.1

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.

Application	:	Applied
Explanation on application of the practice	:	The remuneration breakdown of individual Directors for the financial year ended 30 April 2026 is as follows:

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Kan Yow Kheong	Executive Director	18	0	18.048	0	0	0.732	36.780	798	0	36.096	0	0	1.464	835.56
2	Kan Mun Hoow	Executive Director	18	0	0	0	0	0	18	218	0	362	0	0	22.2252	602.2252
3	Lye Meei Ruu	Independent Director	13	0	0	0	0	0	13	13	0	0	0	0	0	13
4	Chia Yee Yan	Independent Director	13	0	0	0	0	0	13	13	0	0	0	0	0	13
5	Ling Hua Kang	Independent Director	18	0	0	0	0	0	18	18	0	0	0	0	0	18
6	Input info here	Independent Director	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	Input info here	Independent Director	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	Input info here	Independent Director	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	Input info here	Choose an item.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Input info here	Choose an item.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Input info here	Choose an item.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Input info here	Choose an item.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13	Input info here	Choose an item.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	Input info here	Choose an item.	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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 8.2
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.

Application :	Departure
Explanation on application of the practice :	
Explanation for departure :	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. This is to preserve confidentiality, avoid any potential negative impact arising from such disclosure, and maintain a stable work environment to support the Group's long-term strategic goals.
	The Board is of the view that the naming disclosure of individual remuneration could facilitate poaching the Group's key Senior Management and employees by prospective employers, which would not be in the best interest of the Group or its stakeholders. In contrast, the Company disclosed the aggregate remuneration of the top 5 key Senior Management, inclusive of Executive Directors by remuneration bands of RM50,000, without identifying individuals by name. This approach provides transparency to stakeholders while safeguarding the Group's talent retention strategy. The remuneration for the financial year ended 30 April 2026 is as follows:-

Senior Management	Fee	Salaries/ Bonuses	Benefits in-kind	Other Emoluments
Below RM50,000	-	-	-	4
RM50,001 – RM100,000	-	1	-	1
RM100,001 – RM150,000	1	2	-	-
RM150,001 – RM200,000	1	-	-	-
RM200,001 – RM250,000	-	1	-	-
RM350,001 – RM400,000	1	-	-	-
RM400,001 – RM450,000	-	1	-	-

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe :	Choose an item.	

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	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 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

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 9.1
The Chairman of the Audit Committee is not the Chairman of the board.

Application	:	Applied	
Explanation on application of the practice	:	The positions of Chairman of the Audit and Risk Management Committee ("ARMC") and the Chairman of the Board are held by different individuals. The Chairman of the ARMC is Mr. Ling Hua Kang, while the Chairman of the Board is Mr. Kan Yow Kheong.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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 9.2
The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied	
Explanation on application of the practice	:	None of the members of the Audit and Risk Management Committee ("ARMC") were former audit partners of the Company's external auditor firm. The Terms of Reference of the ARMC provide that, in the event a former audit partner is appointed as a member of the ARMC, a cooling-off period of at least three (3) years must be observed prior to such appointment.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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 9.3
The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	The Company's independent External Auditors play a vital role for shareholders by enhancing the reliability of the Group's financial statements and providing assurance to users of the financial statements. The Board, through the Audit and Risk Management Committee ("ARMC"), has established and maintained a transparent and professional relationship with the External Auditors in seeking professional advice where appropriate and ensuring compliance with the relevant regulations and applicable approved accounting standards in Malaysia. The ARMC annually reviews and assesses the independence and suitability of the External Auditors. Areas of assessment include among others, the quality of communication, sufficiency and allocation of resources, competency as well as timeliness in completing the audit. The External Auditors, in supporting their independence, also provided written assurance to the ARMC on independence in accordance with the relevant professional and regulatory requirements, as stated in their annual audit plan. For the financial year ended 30 April 2026, the non-statutory audit fees incurred for services rendered to the Group was RM6,000. The Board has considered the non-audit fees provided during the year by the External Auditor and is satisfied that the provision of those non-audit services during the financial year does not compromise the Auditors' independence.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :		
Timeframe :		

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 9.4 - Step Up
The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The Audit and Risk Management Committee comprises wholly of Non-Executive Directors, all of whom are Independent.

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 9.5
Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent 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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Chairman of the Audit and Risk Management Committee ("ARMC"), Mr. Ling Hua Kang, holds a Master of Finance and a Bachelor of Business (Accountancy) from RMIT University, Melbourne, Australia. He is also a Certified Practising Accountant and a member of CPA Australia, and possesses the requisite knowledge and expertise in financial matters.

All members of the ARMC are financially literate and possess the necessary skills and experience to discharge their responsibilities effectively. They keep themselves abreast of the latest developments in accounting and auditing standards and their implications for the Group through briefings by Management and external auditors, as well as participation in relevant external trainings programmes.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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 10.1
The board should establish an effective risk management and internal control framework.

Application	:	Applied	
Explanation on application of the practice	:	The Board acknowledges its responsibility for the overall adequacy and effectiveness of the Group's risk management and internal control systems. This includes establishing, directing, and supervising a risk management framework that adequately addresses the various risks faced by the Group, while continuously reviewing the adequacy and integrity of these systems to safeguard shareholders' investments and the Group's assets. The Audit and Risk Management Committee ("ARMC") is responsible for providing independent assurance to the Board on the effectiveness of the Group's internal control systems and risk management. The Senior Management is accountable to the Board for executing the risk management framework, which encompasses the identification, assessment, monitoring, and reporting of key risks. For the financial year under review and up to the date of this report, the Board is satisfied that the Group's risk management and internal control framework remains effective in identifying, evaluating, and managing significant risks faced by the Group.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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 10.2
The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">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 90 to 94 of the 2026 Annual Report.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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 10.3 - 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.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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 11.1
The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application :	Applied	
Explanation on application of the practice :	The Board has delegated the responsibility of reviewing the adequacy and integrity of the internal control system to the Audit and Risk Management Committee ("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 report directly to the ARMC. The ARMC reviews and approves the audit plan, scope of work and reviews reports of the outsourced internal auditors. The internal auditors report to the ARMC on areas for improvement and will subsequently follow up to determine the extent to which their recommendations have been implemented. The monitoring activities are supported by the outsourced internal auditors who conducts review of the key business operations, based on the Audit Plan approved by the ARMC, assess the effectiveness of internal controls and reports their findings to the ARMC.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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 11.2
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.

Application	:	Applied
Explanation on application of the practice	:	The Group has appointed an established external professional internal audit firm namely Smart Business Consulting, headed by the Assurance Division Senior Associate Director, Mr. Lee Fooks Sun ("Mr. Lee"). Mr. Lee holds a Bachelor of Commerce and a Masters in Accountancy from Australia, and is a member of MIA and CPA Australia, and the Institute of Internal Auditors Malaysian. He was supported by three (3) other internal auditors in this assignment during the financial year under review. The internal audit firm is independent of the Group's business operations and its personnel are free from any relationship and conflicts of interest that could impair their objectively. The internal audit activities are performed based on an annual audit plan approved by the Audit and Risk Management Committee ("ARMC"), covering entities across all levels of operations within the Group. The internal auditors also periodically report on the activities performed, key strategic and control issues observed by internal audit to the Audit and Risk Management Committee ("ARMC") in order to preserve its independence. The ARMC reviews and approves internal audit's annual budget, remuneration, audit plan and human resources requirements to ensure the function maintains an adequate number of internal auditors with sufficient knowledge, skills and experience. Internal audit adopts a risk-based approach, preparing its plan based on the risk profiles of the Group's business units and prioritizing core or high-risk areas. The function is carried out in accordance with the International Standards for the Professional Practice of Internal Auditing (IIA), including the Code of Ethics, Practices, and Framework, and aligns with recognized frameworks such as COSO (USA) and COCO (Canada) Internal Control – Integrated Frameworks. Using these frameworks, all internal control assessments are conducted based on defined elements, scope, and coverage. Inputs from various sources, including the Enterprise Risk Management Framework, business plans, past audit issues, external auditors, Management, and the Board, are

	gathered, assessed, and prioritised to derive the annual audit plan, ensuring a systematic and comprehensive evaluation of the Group's internal control, risk management, and governance processes.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :		

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 12.1

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

Application	:	Applied
Explanation on application of the practice	:	Communication and engagement with stakeholders are conducted through multiple channels to ensure effective, transparent and regular communication, including: (i) The annual report; (ii) The disclosures and announcements made to Bursa Malaysia Securities Berhad including the Quarterly Results and Annual Results; and (iii) The website at www.analabs.com.my which shareholders as well as members of the public are invited to access for the latest information on the Group. The Board recognises the importance of maintaining effective communication with shareholders and other stakeholders. Stakeholders may communicate their concerns, enquiries or feedback to the Company through the following address: c/o Analabs Resources Berhad Office Suite No. 603 Block C Pusat Dagangan Phileo Damansara 1 No. 9, Jalan PJ 16/11, Off Jalan Damansara 46350 Petaling Jaya, Selangor Darul Ehsan
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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 12.2

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

<table>
<tr><td>Application :</td><td colspan="2">Not applicable – Not a Large Company</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Company's Annual General Meeting ("AGM") serves as a principal forum for dialogue with shareholders, where they 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. The Company ensures that the Notice of AGM and related circular to shareholders are sent to shareholders at least 28 days prior to the meeting, allowing sufficient time for shareholders to review, understand and evaluate the matters to be considered. The Company's Twenty-Seventh AGM was held on 23 October 2025 and the Notice of the Twenty-Seventh AGM was issued on 29 August 2025.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 13.2
All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Company's Twenty-Seventh Annual General Meeting ("27th AGM") was held physically on 23 October 2025, providing shareholders with the opportunity to engage directly with the Board and Management.

All Directors, except Mr. Clifton Heath Fernandez who was unable to attend, attended the Company's 27th AGM. The Chairman facilitated meaningful engagement between the Board, Senior Management and shareholders by encouraging shareholders to raise questions and participate in the discussions. The Board and Senior Management addressed questions raised by shareholders during the meeting, including matters relating to the Group's financial and non-financial performance as well as its long-term strategies.

The Board recognises the importance of Directors' attendance at General Meetings and remains committed to ensuring that, barring unforeseen circumstances, all Directors attend General Meetings to facilitate effective engagement with shareholders.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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

Practice 13.3
Listed companies should leverage technology to facilitate–
- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2">The Company's Twenty-Seventh Annual General Meeting ("27th AGM") was held as a physical meeting on 23 October 2025. Accordingly, remote shareholders' participation through electronic means was not available.

Nevertheless, the Board ensured that shareholders attending the 27th AGM were able to participate in the proceedings, raise questions to the Board and Management, and vote on all resolutions by way of poll. Shareholders who were unable to attend the 27th AGM in person were entitled to appoint proxies to attend and vote on their behalf in accordance with the Company's Constitution and the Companies Act 2016.</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2">The Board will continue to review the use of technology in conducting future general meetings, taking into consideration shareholders' interests, operational requirements and cost effectiveness.</td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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

Practice 13.4
The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.		
Application :	Applied	
Explanation on application of the practice :	The Chairman ensures that the shareholders of the Company are provided with sufficient opportunity to participate in the general meeting and to raise questions to the Board and Senior Management. At the Company's Twenty-Seventh Annual General Meeting ("27th AGM") held on 23 October 2025, the Chairman facilitated meaningful engagement between the Board, Senior Management and shareholders by encouraging shareholders to raise questions and participate in the discussions. The Board and Senior Management addressed questions raised by shareholders during the meeting, including matters relating to the Group's financial and non-financial performance as well as its long-term strategies. All resolutions tabled at the 27th AGM were voted on by way of poll.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 13.5
The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.			
Application	:	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice	:	Please provide an explanation on how the practice is being applied.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 13.6
Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.			
Application	:	Applied	
Explanation on application of the practice	:	The minutes of the Twenty-Seventh Annual General Meeting ("27th AGM") was made available on our corporate website within 30 business days after the 27th AGM.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT 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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