

CORPORATE GOVERNANCE REPORT

STOCK CODE : 4596
COMPANY NAME : SAPURA RESOURCES BERHAD
FINANCIAL YEAR : January 31, 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	:	<p>The Board of Directors ("the Board") of Sapura Resources Berhad ("SRB") and its subsidiaries ("SRB Group" or "the Group") provides strategic direction and effective control. The Board has established a Board Charter to delineate its functions and those delegated to Management, providing clear guidance to Directors and Management regarding their roles, including those of Board Committees.</p> <p>The Board has delegated specific matters to Board Committees which are the Board Audit and Risk Committee ("BARC") and the Board Nomination and Remuneration Committee ("BNRC"), ensuring oversight of critical areas and matters requiring detailed review. The Terms of Reference ("TOR") of these committees are available on the Company's corporate website at www.sapura-resources.com.</p> <p>The Board Charter outlines matters reserved for the Board, ensuring its control over the Group's business while empowering a capable Management team for day-to-day operations. A copy of the Board Charter is accessible on the Company's corporate website.</p> <p>The Board's responsibilities include:</p> <ul style="list-style-type: none">i) Promoting a culture of good corporate governance;ii) Reviewing and adopting strategic plans for the Group, supported by a diverse and experienced Board;iii) Setting the tone from the Top through a Code of Conduct and Ethics for Directors, Anti-Bribery and Corruption Policy, Whistleblowing Policy and Conflict of Interest Policy;iv) Overseeing the Group's business conduct, with the Chief Executive Officer ("CEO") and Key Management Team managing core businesses effectively;

	<p>v) Identifying principal risks and ensuring robust internal controls, aided by internal auditors KPMG Management & Risk Consulting Sdn. Bhd. (“KPMG MRC”) and overseen by the BARC;</p> <p>vi) Reviewing the adequacy and integrity of management information and internal controls, as detailed in the Annual Report's Statement on Risk Management and Internal Control; and</p> <p>vii) Ensuring the integrity of financial and non-financial reporting, with the BARC reviewing financial reports and ensuring compliance with Financial Reporting Standards.</p> <p>The Board actively reviews and monitors the Group’s strategic direction, business performance and key initiatives through periodic updates by Management, including financial and operational performance against approved plans.</p>	
<p>Explanation for departure</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>Measure</p>	:	
<p>Timeframe</p>	:	

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	:	<p>The Chairman of the Board holds a pivotal role in promoting effective governance and ensuring compliance across the Group. Detailed responsibilities are set out in Section (C), Clause 5 of the Board Charter, available on the Company's corporate website www.sapura-resources.com.</p> <p>Encik Ahmad Jauhari bin Yahya ("Encik Ahmad Jauhari") serves as the Non-Independent Non-Executive Chairman, providing strong leadership and strategic direction to the Board. His responsibilities include:</p> <ul style="list-style-type: none">• Providing leadership and guidance to the Board.• Ensuring the orderly and effective functioning of Board meetings.• Maintaining the integrity and effectiveness of the Board's governance processes.• Promptly consulting with the Board on pertinent matters concerning the Group.• Acting as a facilitator during Board meetings to ensure balanced discussions and allow different views to be expressed.• Ensuring decisions are made on a well-informed basis, with all critical issues considered and Directors receiving relevant information in a timely manner. <p>The Chairman's role is crucial in fostering a culture of transparency, accountability, and sound decision-making within the Board.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	<p>The positions of Chairman and CEO within the Company are held by different individuals, as follows:-</p> <ol style="list-style-type: none"> 1. Chairman - Encik Ahmad Jauhari 2. CEO - Encik Reza bin Abdul Rahim <p>It is essential to note that the roles of the Chairman of the Board and the CEO are distinct, with clear and defined responsibilities. This division ensures a balanced distribution of power and authority, promoting accountability within the organisation.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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

<i>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'.</i>	
Application	: Applied
Explanation on application of the practice	: The Chairman of the Board, Encik Ahmad Jauhari Yahya, is not a member of Board Audit and Risk Committee (" BARC ") and the Board Nomination and Remuneration Committee (" BNRC ").
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
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.

Application	: Applied
Explanation on application of the practice	<p>The Company Secretaries of SRB, namely Ms. Tai Yit Chan (MAICSA 7009143) (SSM PC NO.202008001023) and Ms. Chin Chooi Wei (MAICSA 7062555) (SSM PC NO. 202308000544)), are highly qualified professionals, both of whom are recognised and registered under Section 235(2) of the Companies Act 2016 with the Companies Commission of Malaysia. Ms. Tai Yit Chan holds a distinguished status as a Fellow member of the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”), while Ms. Chin Chooi Wei is an Associate member of MAICSA.</p> <p>The Company Secretaries undertake crucial responsibilities, including but not limited to:</p> <ul style="list-style-type: none">• Preparation and timely submission of statutory returns and forms as per the Companies Act 2016 to the Companies Commission of Malaysia.• Ensuring proper maintenance and secure storage of all statutory records.• Electronically transmitting corporate announcements to Bursa Securities via Bursa LINK.• Preparing notices and minutes of Board, BARC and BNRC meetings, preparing the written resolutions of the Board, BARC and BNRC and preparing notices and minutes of the shareholders’ meetings, and related documents under the guidance of the Board.• Attending Annual General Meetings (“AGM”), Extraordinary General Meetings, as well as meetings of the Board, BARC, and BNRC.• Providing expert advice to the Company and Directors on statutory requirements under various laws and guidelines, including the Companies Act 2016, Listing Requirements of Bursa Securities, Malaysian Code on Corporate Governance, and other relevant requirements in secretarial practice.• Reviewing the Corporate Governance Overview Statement and the Corporate Governance Report. <p>The Company Secretaries play a vital role in ensuring compliance, effective governance, and transparent communication within SRB, contributing significantly to its operational excellence and regulatory adherence.</p>

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 1.6

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	:	<p>A detailed annual meeting timetable is prepared and disseminated in advance of the new financial year to facilitate effective time management by the Directors. The timetable outlines the scheduled dates for all key meetings, including Board meetings, Board Committee meetings, and the Annual General Meeting (“AGM”), thereby supporting Directors in planning their commitments and ensuring consistent participation.</p> <p>In preparation for meetings, comprehensive meeting papers are circulated beforehand. These papers encompass vital financial and corporate data, significant issues, the Group’s performance, and management proposals requiring approval. This proactive approach ensures that the Board and Committees have sufficient time to review, deliberate, and make well-informed decisions, fostering robust discussions and effective decision-making processes.</p> <p>The Board maintains direct and unhindered access to Management and all Company and Group-related information to fulfil its responsibilities effectively.</p> <p>Following each meeting, minutes documenting key decisions and resolutions are circulated by the Company Secretaries for Directors’ review and confirmation at the subsequent meeting. Once confirmed, signed minutes are securely maintained at the Company’s registered office.</p> <p>It's noteworthy that BARC, BNRC and Board meetings have historically been held separately, on different days, and in distinct sessions, a practice maintained over the years for optimal efficiency and focus during deliberations.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

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.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board Charter of SRB serves as a key reference for matters related to the governance and organisation of the Board. It provides clear guidance to Directors in the discharge of their duties, roles, and responsibilities, while also supporting the assessment of the Board's overall effectiveness and the performance of individual Directors.</p> <p>Regular reviews of the Board Charter are conducted, and necessary amendments are made to ensure alignment with the Board's objectives, current legal requirements, and best practices. The Board Charter can be accessed on SRB's corporate website at www.sapura-resources.com.</p> <p>The roles and responsibilities of the Board of Directors, Chairman, Independent Non-Executive Directors ("INEDs"), and Board Committees are clearly delineated in the Charter. Additionally, Section B of the Board Charter outline matters specifically reserved for the Board's attention.</p> <p>Furthermore, the Board Charter expounds on the Board's structure, operational procedures, the Board's relationship with Management, Board remuneration, Board and individual Director assessments, as well as communication channels and engagement with shareholders, institutional investors, media, customers, and other stakeholders.</p> <p>In pursuit of continuous improvement and knowledge enhancement, Board members actively participated in various conferences, seminars, forums, discussions, workshops, and training sessions during the reviewed financial year. The list of training attended by the Directors are reported in the Corporate Governance Overview Statement in the Annual Report 2026 on pages 84 to 87. These initiatives are aimed at equipping Directors with the necessary insights and expertise to contribute meaningfully to Board discussions and decision-making processes.</p>
Explanation for departure	:	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 3.1

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	<p>The Board of SRB has established a Code of Conduct and Ethics ("Code") for Directors, recognising the critical need for acceptable corporate behaviour to maintain corporate integrity. This Code is easily accessible on SRB's corporate website at www.sapura-resources.com.</p> <p>The Board commits to periodically reviewing the Code, with more frequent reviews initiated as needed due to internal or external events. Amendments to the Code are made as deemed appropriate by the Board.</p> <p>The key components of the Code include:</p> <ul style="list-style-type: none">(i) Compliance with laws, rules, and regulations;(ii) Management of conflict-of-interest situations;(iii) Prevention of corruption and bribery;(iv) Responsible use of company assets;(v) Maintenance of confidentiality;(vi) Prevention of insider trading;(vii) Commitment to fair dealing and anti-competitive practices;(viii) Reporting mechanisms for Code violations; and(ix) Enforcement mechanisms for the Code. <p>In March 2024, SRB established a standalone Conflict of Interest Policy and Procedures ("COI Policy") to complement the Code, outlining the disclosure responsibilities of Directors, Key Senior Management, and Legal Representatives concerning conflicts of interest. It also details the procedures to follow when conflicts arise or have the potential to arise, ensuring systematic identification, disclosure, and management of conflicts of interest in an efficient and timely manner.</p> <p>The primary goal of this COI Policy is to handle conflicts of interest appropriately, promoting transparency, honesty, accountability, and good governance within the Company.</p>

	The COI Policy is also available on the Company's corporate website at www.sapura-resources.com , ensuring transparency and accessibility to all stakeholders.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	<p>1) Whistleblowing Policy (“WB Policy”)</p> <p>The Board had set up a WB Policy which encourages transparent and ethical conduct in the Group.</p> <p>The objective of the WB Policy is to facilitate the whistle-blower to report any improper conducts or wrongdoings they may observe in the Group by submitting a Whistleblowing Reporting Form to the designated person through the whistleblowing reporting channels without fear of retaliation and in doing so they should act in good faith when reporting such concerns. The WB Policy is to assure the whistle-blowers that they will be protected from reprisals, discrimination, or victimisation.</p> <p>The WB Policy does not apply to grievances concerning an individual’s terms of employment, performance, or personal grievances. Should it be determined during initial investigation that the matter disclosed does not fall within the scope of the WB Policy, such matter will be transferred to the relevant department for appropriate procedures and actions to be taken.</p> <p>Only genuine concerns should be reported under the whistleblowing procedures. The report should be made in good faith with a reasonable belief that the information and any allegations made are substantially true and the report is not made for personal gain. Malicious and false allegations will be viewed seriously and treated as gross misconduct and if proven may lead to dismissal.</p> <p>Any report by whistle-blower must be made to any of the relevant Designated Person through the whistleblowing reporting channels as set out in the table below:</p> <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr style="background-color: #1a3d54; color: white;"> <th style="width: 33%;">Alleged Wrongdoer</th> <th style="width: 33%;">Designated Person</th> <th style="width: 33%;">Email address</th> </tr> </thead> <tbody> <tr> <td>Chairman of the Board (“BOD”)</td> <td>Chairman BARC</td> <td>ChairmanBARC@sapura.com.my SRBethicsline@sapura.com.my</td> </tr> </tbody> </table>	Alleged Wrongdoer	Designated Person	Email address	Chairman of the Board (“ BOD ”)	Chairman BARC	ChairmanBARC@sapura.com.my SRBethicsline@sapura.com.my
Alleged Wrongdoer	Designated Person	Email address						
Chairman of the Board (“ BOD ”)	Chairman BARC	ChairmanBARC@sapura.com.my SRBethicsline@sapura.com.my						

Director	Chairman BARC	ChairmanBARC@sapura.com.my SRBethicsline@sapura.com.my
Chairman BARC	Chairman BOD	ChairmanBODSRB@sapura.com.my SRBethicsline@sapura.com.my
MD & Senior Management	Chairman BARC	ChairmanBARC@sapura.com.my SRBethicsline@sapura.com.my
Integrity & Governance Officer ("IGO")	Chairman BARC	ChairmanBARC@sapura.com.my
Middle Management	IGO	SRBethicsline@sapura.com.my
Non- management	IGO	SRBethicsline@sapura.com.my

Reports by Employees

The employee is advised to make a report of improper conduct using the Whistleblowing Reporting Form and immediately report the information to the Designated Person.

Reports by external parties who are not employees

The report can be submitted by external parties in writing using the Whistleblowing Reporting Form and to be submitted via email to SRBethicsline@sapura.com.my.

There is an investigation matrix to independently investigate the whistleblowing cases.

Alleged Wrongdoer	Designated Person
Management level and Director	Outsource to external independent party
Integrity and Governance Unit ("IGU")/IGO	Outsource to external independent party
Non-Management	IGU

The WB Policy will be reviewed by the Board annually or on an ad-hoc basis to assess its relevance and effectiveness.

The WB Policy is available on SRB's corporate website at www.sapura-resources.com.

2) **Anti-Bribery and Corruption Policy ("ABC Policy")**

The Board had set up an ABC Policy which was adopted by the Company on 28 November 2019 and upholds the Company's stance on zero tolerance on bribery and corruption and that the Company is committed to the highest standards of ethical conduct and integrity in business activities.

	<p>The scope of this ABC policy applies to the Company and all its subsidiaries. It is applicable to all directors, officers, and employees (whether permanent, contract or temporary) of the Company and its subsidiaries. The Company also expects that third parties that have dealings with the Group such as agents, distributors, representatives, contractors, sub-contractors, suppliers, vendors, consultants, customers, and others who perform work or services for and on behalf of the Group will comply with the relevant parts of this ABC policy when performing such work or services.</p> <p>The ABC Policy sets out the Company’s responsibilities including the employees, officers, and directors to observe and uphold the Company’s stance on zero-tolerance for bribery and corruption. The ABC Policy will provide information and guidance on how the Company expects the employees to conduct themselves, recognise bribery and corruption and set out the procedure on how to raise concerns on breaches of the ABC Policy without fear of reprisal.</p> <p>Any report on the breach of the ABC Policy can be made at SRBethicsline@sapura.com.my.</p> <p>The ABC Policy may be reviewed by the Board annually or on an ad-hoc basis to assess its relevance and effectiveness.</p> <p>The ABC Policy is available on SRB’s corporate website at www.sapura-resources.com.</p>	
Explanation for departure :		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
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	:	<p>In the Board Charter, Section B, Item 14, it is the responsibility of the Board to ensure the governance of sustainability in the Group which includes setting the Group's sustainability strategies, business plans, priorities and targets. Board also to ensure that sustainability to be considered when overseeing the planning, performance and long-term strategy of the Group.</p> <p>The sustainability matter of SRB is discussed at the Group Management Committee ("GMC") meeting and the GMC acts as the key custodian of sustainable development, under the oversight of the Board of Directors ("BODs") and the CEO.</p> <p>Sustainability matters are coordinated at Management level and reported to the Board, with oversight exercised through the Board and relevant committees.</p> <p>The Group has established a Business Continuity Management ("BCM") framework to support the resilience of its operations and to ensure continuity of critical business functions in the event of disruptions.</p> <p>The BCM framework is designed to enable the Group to respond in a timely and effective manner to unforeseen events, minimise operational impact, and facilitate the recovery and continuation of key business activities within a reasonable and acceptable timeframe.</p> <p>The BCM framework is supported by the BCM Policy, which sets out the overall governance, guiding principles and responsibilities for the implementation of business continuity practices across the Group.</p> <p>The Group's BCM framework is structured around the following key components:</p>

	<ul style="list-style-type: none"> • Business Environment Understanding Identification of critical business functions and assessment of potential risks and impacts through risk assessment and business impact analysis. • Recovery Strategy Framework Establishment of appropriate recovery strategies to support the continuation and restoration of critical operations. • Continuity Planning and Response Development and implementation of relevant plans, including Business Continuity Plans, Disaster Recovery Plans and Crisis Management Plans. • Capability Building and Awareness Ongoing training and awareness initiatives to ensure readiness and understanding of BCM roles and responsibilities across the Group. • Testing and Continuous Improvement Regular testing, review and enhancement of BCM plans to ensure their continued effectiveness and relevance. <p>SRB will continue to drive sustainability efforts across all its business segments to ensure the sustainable development of our business through the importance that has been placed particularly on SRB's material matters that shape the Group's sustainability efforts in managing the long-term value creation of our stakeholders.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
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.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company acknowledges the crucial role of sustainability in fostering long-term value for its business and upholding its responsibility as a conscientious corporate entity. To this end, the Group actively engages with both internal and external stakeholders through diverse channels to gain a deeper insight into their needs and expectations, as outlined below:</p> <ul style="list-style-type: none"> • Internal – SRB’s corporate website, Employee Satisfaction Survey, Employee Information Centre portal which is accessible by the employees, trainings, etc; and • External – SRB’s corporate website, annual report, general meetings, quarterly financial announcements, etc. <p>By engaging with internal and external stakeholders through these diverse channels, the Company strives to build stronger relationships, foster transparency, and drive meaningful progress towards sustainable practices and responsible corporate citizenship.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
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 4.3

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	:	<p>The Board through the BNRC assesses the training programmes attended by each Director during the financial year to ensure that they are kept abreast of the latest development in the industry, and also the emerging sustainability issues that are relevant to the Group.</p> <p>For the FYE2026, all the Board members have attended training in sustainability to ensure that the Group stays abreast with and understands the sustainability issues relevant to the Company and its business, including climate-related risks and opportunities.</p> <p>The Board continuously keep themselves abreast with and understanding of the sustainability agendas which are relevant to the Company and its business through periodical updates by Bursa Securities, Securities Commission Malaysia (“SC”) and the training programmes attended by them respectively.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	<p>During the financial year under review, the Board had through the BNRC assessed its performance in areas including the evaluation of the Group's strategic and business plans which promote sustainability via the Board and Board Committee Evaluation Forms.</p> <p>At the Senior Management level, the key performance indicators for the sustainability material matters has been incorporated into the Management's performance scorecard which will be reviewed during the annual performance appraisal.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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	:	Adopted
Explanation on adoption of the practice	:	The Chief Corporate Officer is the designated person on sustainability.

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.

Application	:	Applied
Explanation on application of the practice	:	<p>The BNRC plays a critical role in maintaining the ongoing effectiveness and relevance of the Board's composition. It is tasked with periodically reviewing and refreshing the composition of the Board to ensure a diverse and competent mix of skills and experience. As part of this process, the BNRC conducts a thorough assessment of the Board’s composition and the tenure of each director.</p> <p>The BNRC conducts annual evaluations of each director's performance and contribution to the Board. The re-election of a Director is contingent upon a satisfactory evaluation of their performance, their fit and properness in accordance with the Directors Fit and Proper Policy and their continued meaningful contribution to the Board's objectives and strategic direction.</p> <p>This approach ensures that the Board remains dynamic, with Directors who bring fresh perspectives, relevant expertise, and a commitment to driving the Company's success. It also promotes accountability and transparency within the Board, reinforcing a culture of high performance and effective governance.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.2

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>As of the Financial Year Ended 2026 (“FYE2026”), the Board comprises seven (7) Directors, including three (3) Independent Non-Executive Directors (including one (1) Senior Independent Director), three (3) Non-Independent Non-Executive Directors and one (1) Executive Director/Chief Executive Officer. The Independent Directors represent approximately 42.9% of the Board, which exceeds the minimum requirement under Paragraph 15.02(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad that at least 2 directors or 1/3 of the board of directors, whichever is the higher, are independent directors.</p> <p>The Board members are highly qualified professionals with diverse expertise in areas such as accounting and general management, contributing valuable perspectives and insights to Board deliberations.</p> <p>To ensure the independence and objectivity of INEDs and mitigate potential conflicts of interest or undue influence, the Board is committed to upholding rigorous independence assessments. The BNRC conducts these assessments as part of a formal nomination and selection process. The results of these assessments are reported to the Board for thorough consideration and decision-making.</p> <p>The appointment and re-appointment processes for the Board are governed by the Fit and Proper Policy, which has been established to uphold standards of integrity and competence. This policy can be accessed on SRB’s corporate website at www.sapura-resources.com.</p> <p>In line with the definition of independence outlined in the MMLR of Bursa Securities, all three (3) Independent Directors have confirmed their independence during the annual assessment for the financial year ended 2026. Their independent views contribute significantly to the objective decision-making process of the Board, ensuring that decisions are made in the best interest of the Company and its stakeholders.</p>

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	As disclosed in the Board Charter, the tenure of an independent director does not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) 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 (9) years, it should justify and seek annual shareholders' approval through a two-tier voting process at a general meeting. On 26 June 2025, Encik Ahmad Jauhari had been redesignated as Non-Independent Non-Executive Chairman after serving as Independent Director of the Company for more than nine (9) years.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	<p>The Board places great importance on having highly qualified individuals with relevant knowledge, skills, and competencies serving as members of the Board and Key Senior Management, as this contributes significantly to the enhancement of governance and operational excellence within the Group.</p> <p>The BNRC is responsible for recommending candidates for Director appointments and re-elections, including those retiring Directors to be elected or re-elected at the Annual General Meeting (AGM). A Fit and Proper Policy has been established to guide these appointments and re-elections, accessible for reference on the Company's website at www.sapura-resources.com.</p> <p>In recommending suitable candidates, the BNRC considers specific criteria outlined in the Fit and Proper Policy, including:</p> <ul style="list-style-type: none">a. Character & integrity<ul style="list-style-type: none">• Probity• Personal integrity• Financial integrity• Reputationb. Experience & Competence<ul style="list-style-type: none">• Qualification, training, skills• Experience & expertise• Past performance/track recordc. Time & Commitment<ul style="list-style-type: none">• Ability to discharge the role• Participation & contribution <p>The nomination process for Directors follows a clear and transparent procedure, involving identifying vacancies, identifying candidates, evaluating their suitability, meeting shortlisted candidates, deliberating final recommendations by the BNRC, and recommending candidates to the Board.</p>

For the position of INEDs, the BNRC evaluates candidates based on the definition of “Independent Director” as stipulated by the MMLR of Bursa Securities.

While the Board supports gender diversity and acknowledges the benefits it brings, all appointments are made based on merit and capability. The appointment of Senior Management is decided based on their skills, knowledge, experience, personal behaviours, and motivation, with approval or recommendation to the Board for approval by the BNRC following its Terms of Reference (“TOR”).

The Board actively pursues diversity at both the Board and Senior Management levels, recognising the value of diverse perspectives in decision-making processes. A Board Diversity Policy has been established, considering aspects such as professional experience, skills, knowledge, gender, educational background, ethnicity, and age in designing the Board's composition. The Board Diversity Policy is available on the Company’s website at www.sapura-resources.com.

The profiles of Directors and Key Senior Management are presented in the Annual Report 2026 showcasing the diversity in age, gender, and ethnicity. The Board believes that workplace and Board diversity are crucial for facilitating informed decision-making by leveraging varied insights and perspectives.

The Board recognises the significance of workplace and Board diversity in enriching the decision-making process through diverse insights and perspectives. As at the latest practicable date on 30 April 2026, the Company's Board and Key Senior Management exhibited a diverse representation in terms of gender, ethnicity, and age, reflecting a commitment to inclusivity and varied perspectives in leadership as below:

		Directors	Key Senior Management (excluding the CEO)
Race/Ethnicity	Malay	5	3
	Chinese	2	1
	Indian	0	0
	Others	0	0
Age Group	31 to 40	1	0
	41 to 50	3	1
	51 to 60	1	3
	61 to 70	1	0
	Above 70	1	0
Gender	Male	4	3
	Female	3	1

	Please refer to the Annual Report 2026 in respect of the Profile of Directors and the Profile of the Key Senior Management for further information.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	<p>The BNRC is tasked with the primary responsibility to screen, evaluate and nominate new Board Member(s) for appointment. The nomination process for the appointment of Directors and the criteria used by the BNRC in the selection process are provided in the Fit and Proper Policy.</p> <p>Apart from candidates for directorships proposed by any Director or shareholder of the Company, the Board will also source for new Directors via different directors' recruitment agencies, or referrals from internal and external parties.</p> <p>The Company has also engaged the Institute of Corporate Directors Malaysia ("ICDM") to source for new independent directors.</p> <p>The BNRC ensures candidates possess the appropriate mix of skills, experience, qualifications and core competencies to ensure the effectiveness of the Board.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	<p>The Directors' name, age, nationality, gender, qualification, working experience, directorship in other listed companies, length of service, date of appointment and any conflict of interest as well as their shareholding in the Company are disclosed in the Profile of Directors section of the Annual Report.</p> <p>The performance of retiring Directors recommended for re-election at the 69th AGM has been assessed through the Board's annual evaluation (including the independence of Independent Non-Executive Directors). A statement by the Board and BNRC being satisfied with the performance and effectiveness of the retiring Directors who offered themselves for re-election at the 69th AGM was stated in the notes accompanying the Notice of 69th AGM.</p> <p>The profile of the Directors who are due for retirement and offered themselves for re-election, are set out in the Annual Report 2026 of the Company.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 BNRC is chaired by Dr. Yap Lang Ling, the Independent Non-Executive Director. Her profile is set out in the Annual Report 2026.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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.

Application	:	Applied	
Explanation on application of the practice	:	The current Board composition includes three (3) female Directors – namely Dr. Yap Lang Ling, Puan Nik Aisyah and Puan Aiza, representing approximately 42.9% of the total Board members.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.10

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	:	<p>The Board is supportive of age and gender diversity and has a Board Diversity Policy to promote the representation of women within the Board.</p> <p>The Board Diversity Policy is available on the Company’s corporate website at www.sapura-resources.com.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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.

<i>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.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The annual assessment on the effectiveness of the Board as a whole, performance of the Board Committees and the contribution of each individual Director and each member of the BARC and BNRC have been carried out for the FYE2026.</p> <p>In conducting the Board of Directors' evaluation, the strategic plan and performance, board meetings and discussions, management interaction and board processes were evaluated. The skills matrix of the Board were also assessed. Based on the results of the evaluation conducted for FYE2026, the BNRC was satisfied with the performance of the Board as a whole.</p> <p>The self and peers' performance assessment of the Board and the evaluation of the BARC and BNRC were also presented to the BNRC. The results affirmed that the Board and each of its Committees continue to discharge its duties effectively.</p> <p>To review the independence of the INEDs, the fundamental premise of the assessment is that an INED must be independent of management and free from any business, family, or other relationship, that could materially interfere with, or could reasonably be perceived to interfere with, the exercise of his/her independent and objective judgement in addition to the independence guidelines and criteria as set out in the MMLR of the Bursa Securities.</p>
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	:	<p>The Board had revised the Board Remuneration Policy in April 2026, with the purpose to support long-term business strategy with the aim of motivating the Directors to achieve the Group's business objective.</p> <p>The remuneration of the directors is determined with regard to SRB's needs to maintain appropriately experienced and qualified Board members in accordance with competitive pressures in the marketplace. The said Policy is available on the corporate website at www.sapura-resources.com.</p> <p>The Directors' fees and benefits payable to the Directors are tabled to the shareholders for approval at the AGM of the Company.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 7.2

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	:	<p>The BNRC combines the functions of both the Nomination Committee and Remuneration Committee. The Board is confident that the BNRC has effectively discharged its roles and responsibilities concerning the nomination and remuneration functions related to both the Board and Senior Management. Therefore, the Board believes that it is not necessary to separate these functions into distinct nomination and remuneration committees.</p> <p>The BNRC reviewed the Directors' fees and benefits payable to Non-Executive Directors and recommended them to the Board to seek shareholders' approval at the AGM. No Director is involved in deciding his or her own remuneration. The remuneration of the CEO and Key Senior Management are also reviewed by the BNRC.</p> <p>The Terms of Reference of the BNRC was revised on April 2026 and is available on the corporate website at www.sapura-resources.com.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 details of the remuneration for Directors during the FYE2026 are as follows: -

No	Name	Directorate	Company							Group						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Reza bin Abdul Rahim	Executive Director	-	94,100	950,400	-	3,233	135,456	1,183,189	-	94,100	950,400.00	-	3,233	135,456	1,183,189
2	Tan Sri Dato' Seri Shahril bin Shamsuddin	Non-Executive Non-Independent Director	59,000	2,500	-	-	3,233	-	64,733	59,000	2,500	-	-	3,233	-	64,733
3	Ahmad Jauhari bin Yahya	Non-Executive Non-Independent Director	118,000	6,500	-	-	623	-	125,123	118,000	6,500	-	-	623	-	125,123
4	Andrew Heng	Independent Director	108,900	11,000	-	-	3,233	-	123,133	108,900	11,000	-	-	3,233	-	123,133
5	Dr. Yap Lang Ling	Independent Director	103,000	11,500	-	-	4,916	-	119,416	103,000	11,500	-	-	4,916	-	119,416
6	Datuk Megat Abdul Munir bin Megat Abdullah Rafaie (Alternate Director to Tan Sri Dato' Seri Shahril bin Shamsuddin)	Non-Executive Non-Independent Director	-	3,500	-	-	7,666	--	11,166	-	3,500	-	-	7,666	-	11,166
7	Nik Aisyah Amirah binti Mansor	Non-Executive Non-Independent Director	83,000	9,500	-	-	3,153	-	95,653	83,000	9,500	-	-	3,153	--	95,653
8	Aiza Azreen binti Ahmad	Independent Director	73,000	7,500	-	-	3,153	-	83,653	73,000	7,500	-	-	3,153	-	83,653

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	:	Applied – the company discloses the remuneration of members senior management who are not members of the board	
Explanation on application of the practice	:	The remuneration for the top five Key Senior Management in bands of RM50,000 during the FYE2026 are as follows: -	
		Remuneration	Top Five Senior Management
		RM700,000 - RM750,000	Mai Eliza binti Mior Mohamad Zubir
		RM450,000 – RM500,000	Adam bin Badri
		RM350,000 – RM400,000	Ivan Oh Boon Wee (appointed on 7 April 2025)
RM250,000 – RM300,000	Mohamad Asif bin Abd Talib		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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	:	<p>The BARC comprises three (3) members, of whom two (2) are Independent Non-Executive Directors and one (1) is a Non-Independent Non-Executive Director. This composition meets the requirement of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, which requires the audit committee to comprise a majority of Independent Directors.</p> <p>The positions of the Chairman of the Board and the BARC are held by separate individuals, namely Encik Ahmad Jauhari and Mr. Andrew Heng respectively.</p> <p>This has ensured the independence of the BARC in reviewing the audit findings and recommendations. This separation is set out clearly in the TOR of the BARC.</p> <p>The TOR of the BARC is available on the Company's website at www.sapura-resources.com.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	<p>The TOR of the BARC has clearly set out that the appointment of a former partner of the external audit firm as a member of BARC shall observe a cooling-off period of at least three (3) years before being appointed as a member of BARC.</p> <p>This measure is intended to safeguard the independence of the audit process from the potential threats and conflicts that may arise when a former partner joins the Company.</p> <p>None of the members of the Board were former partners and notwithstanding the above provision and to uphold the utmost independence, the Board has no intention to appoint any former partner as a member of the Board.</p> <p>The TOR of the BARC is available on the Company's website at www.sapura-resources.com.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	<p>The BARC recognises that one of its responsibilities as set forth in the TOR of the BARC is to conduct an annual assessment on the suitability, objectivity, and independence of the external auditors, Ernst & Young PLT ("EY"). For the financial year under review, the BARC was satisfied with the performance and independence of the external auditors as well as the fulfilment of criteria based on the following observations: -</p> <ul style="list-style-type: none"> • EY's active communication with the BARC; • EY has produced the necessary quality of audit review; • Presentation of a comprehensive audit plan and audit finding report; • Adequacy of the firm's expertise and its resources to carry out the audit work that they were tasked with; and • Independence of the External Auditors. <p>EY had also provided their written confirmation to the BARC that they had been independent throughout their conduct of the audit engagement with the Company for the financial year under review.</p> <p>Having considered all the above criteria, the Board had, upon recommendation by the BARC, approved the recommendation for the re-appointment of EY as external auditors of the Company for the ensuing year for the shareholders' approval at the forthcoming AGM.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
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 :	Not Adopted
Explanation on adoption of the practice :	

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.

Application	:	Applied
Explanation on application of the practice	:	<p>The members of the BARC collectively possess a broad and relevant skill set required to effectively discharge its duties. All members of the BARC are financially literate and bring extensive experience and expertise in areas including accounting, finance, audit, business acumen, analytical skills, corporate law and public administration, and management.</p> <p>Mr. Andrew Heng, who is the Chairman of the BARC, is a Chartered Accountant of the Malaysian Institute of Accountants (MIA), a Member of the Chartered Public Accountant ("CPA") in Australia, a member of the Cambodian Institute of CPAs, a Certified Financial Planner with the Financial Planning Association of Malaysia, and an Associate Member of the Institute of Auditors Malaysia.</p> <p>Puan Nik Aisyah, one of the members of the BARC, is a member of the Malaysian Institute of Certified Public Accountants. Therefore, the requirement of Paragraph 15.09(1)(c) of the MMLR of Bursa Securities, where at least one (1) member of the BARC must be a qualified accountant has been complied with.</p> <p>All members of the BARC have undertaken continuous professional developments and during the financial year under review, the BARC members attended the trainings as set out in the Corporate Governance Overview Statement.</p> <p>Based on the outcome of the performance assessment on the BARC by the BNRC, both the BNRC and the Board are satisfied with the performance of the BARC.</p>
Explanation for departure	:	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 10.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal controls to safeguard the shareholders' investment and the Group's assets as well as establishes the risk appetite of the Group.</p> <p>The Board had appointed the BARC to review and monitor the effectiveness of the Group's internal control and the risk management policies, processes, and infrastructure that are established to manage various types of risks and to ensure an effective internal audit function.</p> <p>The BARC reviewed the Enterprise Risk Management ("ERM") and its revision as and when necessary. The ERM shall be a core management competency that incorporates a well-structured systematic process to identify business risks and lessen their impact on the Group. This involves the following core elements:</p> <ul style="list-style-type: none">• the identification of each business risk;• the measurement of the identified business risk;• the control or the way the risk is managed in line with the needs of the Group's policies and strategies; and• constant monitoring and communicating of risks associated with any activity, function or process in a way that will enable the Group to minimise losses and maximize opportunities. <p>The Board receives periodic reports on key risks and mitigation measures to ensure that risk exposures are managed within the Group's risk appetite.</p> <p>The Statement on Risk Management and Internal Control set out in the Annual Report 2026 provides an overview and key features of the internal control within the Group together with the adequate and effective measures taken for the financial year under review.</p>
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.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board delegates the oversight of the risk management and internal control system of the Group to the BARC. The BARC is assisted by the Group Management Committee (“GMC”), which is primarily responsible for the review of the risk management processes. Significant risk issues evaluated by the GRMC and/or major changes proposed by the committee shall be discussed at the BARC and Board meetings.</p> <p>The Statement on Risk Management and Internal Control set out in the Annual Report 2026 provides an overview and key features of the internal control within the Group, together with the adequate and effective measures taken during the financial year under review.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 10.3 - 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	:	<p>The Group's internal audit function is outsourced to an independent professional firm, namely, KPMG Management & Risk Consulting Sdn Bhd ("KPMG MRC"), to ensure effective and independent internal audit function. KPMG MRC reports directly to the BARC.</p> <p>The internal auditors are responsible for providing the BARC with independent and objective reports on the state of internal control of the various operating units within the Group and the extent of compliance of the units with the Group's established policies and procedures.</p> <p>To this end, the functions of the internal auditors are to:</p> <ul style="list-style-type: none">• perform audit work in accordance with the pre-approved internal audit plan;• carry out reviews on the system of internal control of the Group and the Company;• review and comment on the effectiveness and adequacy of the existing control policies and procedures; and• provide recommended corrective actions, if any, for the improvement of the control policies and procedures. <p>The BARC and the Board are satisfied with the performance of the internal auditors, KPMG MRC, in the provision of outsourced internal audit services to the Group and the Company.</p> <p>Further details of the Internal Audit Function are disclosed in the BARC Report of Annual Report 2026.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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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	:	<p>The Company has outsourced its internal audit function to KPMG Management & Risk Consulting Sdn. Bhd. (“KPMG MRC”). The internal audit engagement by KPMG MRC was headed by the Partner – Head of Risk Consulting, namely Chan Chee Keong. Mr. Chan is a Associate Member of the Institute of Internal Auditors Malaysia, a Chartered Accountant registered with the Malaysian Institute of Accountants, and a Fellow of the Association of Chartered Certified Accountants (United Kingdom). Mr. Chan brings with him over 27 years of professional experience in audit and assurance services, encompassing the review and assessment of business operations, organisational risks, governance structures, and internal control frameworks, as well as the evaluation of internal processes and procedures.</p> <p>There was a total of 5 personnel who were deployed by KPMG MRC for the internal audit works during the FYE2026. All the personnel deployed by KPMG MRC are free from any relationships or conflicts of interest, which could impair their objectivity and independence during the course of their work.</p> <p>The internal audit work was carried out in accordance with a framework set by a recognised professional body i.e., International Professional Practice Framework issued by the Institute of Internal Auditors, of which final communication of the internal audit plan, processes and results of the internal audit assessment are supported by sufficient, reliable, and relevant information which signifies a satisfactory conclusion of the internal audit works.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

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	:	<p>The Board remains strongly committed to ensuring transparency and accountability to the Company's shareholders, stakeholders, and investors, maintaining regular communication on the Company's performance and key developments.</p> <p>To formalise this commitment, the Board ensures that a dedicated section governing the Board-Shareholders relationship is included in the Board Charter. This section underscores the Board's dedication to serving the best interests of shareholders by fostering open and transparent communication channels.</p> <p>The AGM serves as the primary platform for dialogue with shareholders, providing an opportunity for them to seek clarification on Group-related issues and gain insights into the Company's activities and performance. The AGM also allows the Chairman and Board members to personally address queries and provide explanations on raised concerns. Both individual and institutional shareholders are encouraged to participate actively, meet with the Board, and vote on resolutions outlined in the AGM notice.</p> <p>In addition to the AGM, the Company maintains regular communication with shareholders and investors through various channels such as annual reports, quarterly financial reports, and announcements on the Bursa Securities website. Recognising the critical importance of timely and accurate information dissemination, the Board ensures that shareholders, potential investors, and the public receive relevant updates promptly.</p> <p>Shareholders and investors can access the Company's latest announcements through the dedicated website of Bursa Securities at http://www.bursamalaysia.com or via the SRB's corporate website at www.sapura-resources.com. The Company's corporate website serves as a comprehensive resource, providing access to all relevant Company information, including announcements and annual reports. The Board prioritises disclosure of material information essential for informed</p>

	investment decisions, ensuring equal access to such information for all shareholders.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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.

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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 13.1

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>In the prior years, the Company has been adopting the practice of issuing the notice of Annual General Meeting (“AGM”) at least twenty-eight (28) days prior to the meeting in line with best corporate governance practices.</p> <p>For the 68th AGM, the notice was issued twenty-five (25) days prior to the meeting.</p> <p>The Company had nevertheless complied with the statutory notice requirements under the Companies Act 2016 and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.</p> <p>The Board is satisfied that shareholders were provided with sufficient notice to consider the resolutions proposed at the AGM.</p> <p>The Company remains committed to observing the twenty-eight (28)-day notice period for future general meetings.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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.

Application	:	Applied
Explanation on application of the practice	:	<p>All Directors of the Company, except for Tan Sri Shahril, attended the 68th AGM, which was conducted physically. Tan Sri Shahril, in his absence, was represented by his Alternate Director, Datuk Megat at the 68th AGM.</p> <p>The physical AGM provided shareholders with the opportunity to attend in person, engage directly with the Board and Management, raise questions during the proceedings, and exercise their voting rights at the meeting.</p> <p>The physical meeting facilitated direct interaction between shareholders and the Board, enhancing transparency, accountability and meaningful engagement. Members of the Senior Management and the external auditors of the Company were also present at the AGM to address shareholders' queries and provide the necessary clarifications.</p> <p>The Directors of the Company remain committed to attending all future General Meetings and addressing relevant questions from shareholders, barring any unforeseen circumstances that may prevent attendance. In addition, the Chairman of the respective Board Committees will be available to respond to queries relating to matters within their respective scopes, further strengthening engagement and communication between the Board and shareholders.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 13.3

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.

Application	:	Applied
Explanation on application of the practice	:	<p>Practice 13.3 emphasises the importance of leveraging technology to enhance shareholder participation and voting processes, while also ensuring robust cybersecurity practices are in place. The Company remains guided by these principles and continues to adopt appropriate technological solutions to support efficient and transparent conduct of general meetings.</p> <p>The Company's Constitution, as outlined in Clause 77, permits the convening of meetings at multiple venues using technology that enables members to participate fully and exercise their rights. This provision reflects the Company's readiness to leverage technology where appropriate to enhance shareholder engagement and accessibility.</p> <p>The 68th AGM was conducted physically, providing shareholders with the opportunity to attend in person, engage directly with the Board and Management, and exercise their voting rights at the meeting. Voting at the AGM was conducted by electronic poll, ensuring transparency and integrity in the voting process.</p> <p>Recognising the evolving nature of cyber threats, the Company continues to emphasise the importance of maintaining robust cybersecurity practices, particularly in safeguarding corporate and shareholder information. The Company remains committed to implementing appropriate security measures and protocols to mitigate cyber risks and uphold data integrity and confidentiality.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

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 13.4

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.

<i>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.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The Chairman of 68th AGM ensured that sufficient opportunities were given to shareholders to raise issues relating to the affairs of the Company by providing ample time for the Question and Answer session during the 68th AGM.</p> <p>The Chief Executive Officer (“CEO”) of the Company presented the Group’s overview together with the financial and business performance of the Group to the shareholders prior to the Question-and-Answer session during the 68th AGM.</p> <p>The Chairman of the Board and the Senior Management had actively responded to relevant questions addressed to them during the 68th AGM. The representatives of external auditors also attended and participated in the 68th AGM.</p>
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
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.

<i>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.</i>	
Application :	Not applicable – only physical general meetings were conducted in the financial year
Explanation on application of the practice :	
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
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.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The Minutes of the 68th AGM (including the questions raised by shareholders and MSWG together with the responses by the Company and outcome of the voting results) are made available to the shareholders at the Company's website at www.sapura-resources.com within 30 business days after the AGM.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

**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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