FORM OF PROXY

KOTRA INDUSTRIES BERHAD
[Registration No. 199901022732 (497632-P)]
(Incorporated in Malaysia)

CDS ACCOUNT NO.	
NUMBER OF SHARES HELD	

*I/We _____ NRIC No./Company No. _____ of (full address)

_____

being a Member/Members of **KOTRA INDUSTRIES BERHAD** ("**Company**"), hereby appoint: -

PROXY "A"

FULL NAME (IN BLOCK)	NRIC/PASSPORT NO.	PROPORTION OF SHAREHOLDINGS (%)
RESIDENTIAL ADDRESS		
E-MAIL ADDRESS	MOBILE NO.	

And/or failing *him/her,

PROXY "B"

FULL NAME (IN BLOCK)	NRIC/PASSPORT NO.	PROPORTION OF SHAREHOLDINGS (%)
RESIDENTIAL ADDRESS		
E-MAIL ADDRESS	MOBILE NO.	

 # to attach a separate sheet if there are more than two (2) proxies.

or failing him/her, the Chairman of the Meeting as *my/our proxy to attend and vote for *me/us and on *my/our behalf at the Twenty-Seventh Annual General Meeting ("**27th AGM**") of the Company to be held at the **Auditorium Hall, Kotra Pharma Technology Centre, No. 2, Jalan TTC 12, Cheng Industrial Estate, 75250 Melaka** on **Wednesday, 25 November 2026** at **9.30 a.m.** or at any adjournment thereof.

	ORDINARY RESOLUTIONS	**FOR**	**AGAINST**
1.	To approve the payment of Directors' fees amounting to RM524,000 from 26 November 2026 until the next AGM of the Company in year 2027.		
2.	To approve the payment of Directors' benefits up to an amount of RM78,000 from 26 November 2026 until the next AGM of the Company in year 2027.		
3.	To re-elect Madam Chin Swee Chang, who is retiring pursuant to Clause 118 of the Company's Constitution, has offered herself for re-election.		
4.	To re-elect Mr. Lee Min On, who is retiring pursuant to Clause 118 of the Company's Constitution, has offered himself for re-election.		
5.	To re-appoint Crowe Malaysia PLT as Auditors of the Company until the conclusion of the next AGM and to authorise the Directors to fix their remuneration.		
6.	Retention of Datuk Jamaludin bin Nasir as an Independent Non-Executive Director of the Company.		
7.	Retention of Mr. Lee Min On as an Independent Non-Executive Director of the Company.		
8.	Authority to Issue Shares pursuant to the Companies Act 2016.		
9.	Proposed Renewal of Shareholders' Mandate for Existing Recurrent Related Party Transactions of a Revenue or Trading Nature.		

** Strike out whichever is not applicable*

Please indicate with an "X" in the spaces provided how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his/her discretion.

As witness my/our hand(s) this _____ day of _____ 2026.

_____
Signature of Member/Common Seal

Notes:

1. In respect of deposited securities, only members whose names appear in the Record of Depositors on 18 November 2026 ("**General Meeting Record of Depositors**") shall be eligible to attend, participate, speak and vote at the Meeting.
2. A member entitled to attend and vote at the Meeting, may appoint more than one (1) proxy to attend and vote in his stead. Where a member appoints more than one (1) proxy to attend, participate, speak and vote at the same meeting, the appointments shall be invalid unless the proportion of the shareholdings to be represented by each proxy is specified. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the member to attend, participate, speak and vote at the Meeting.
3. Where a member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
4. Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of the member or of his attorney duly authorised in writing or, if the member is a corporation, shall either be executed under the Corporation's common seal or under the hand of an officer or attorney duly authorised.
6. The instrument appointing a proxy and the power of attorney or other authority (if any), under which it is signed or a duly notarised certified copy of that power or authority, shall be deposited at the Registered Office of the Company at No. 60-1, Jalan Lagenda 5, Taman 1 Lagenda, 75400 Melaka or by email to ir_kib@kotrapharma.com, not less than forty-eight (48) hours before the time for holding the Meeting or at any adjournment thereof. All resolutions set out in the Notice of the Meeting are to be voted by poll.

Personal Data Privacy

By submitting form(s) of proxy appointing proxy(ies) or corporate representative(s) or attorney(s) to attend, participate (including to pose questions to the Board of the Company) and vote at the 27th AGM, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies or representatives appointed for the 27th AGM and the preparation and compilation of the attendance lists, minutes and other documents relating to the 27th AGM, and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) or corporate representative(s) or attorney(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) or corporate representative(s) or attorney(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) or corporate representative(s) or attorney(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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AFFIX
STAMP

The Company Secretary
KOTRA INDUSTRIES BERHAD
[Registration No. 199901022732 (497632-P)]

No. 60-1, Jalan Lagenda 5,
Taman 1 Lagenda,
75400 Melaka,
Malaysia.

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