**ANNEXURE A**

**QUESTIONS AND ANSWERS RAISED AT THE ANNUAL GENERAL MEETING ("AGM") OF CREDIT BUREAU ASIA LIMITED HELD ON FRIDAY, 24 APRIL 2026**

**Questions raised by shareholders in relation to Ordinary Resolution 1 - Adoption of Audited Financial Statements of the Company for the financial year ended 31 December 2025 and the Directors' Statement and Independent Auditor's Report.**

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| **Question from a Shareholder** | While the Company had demonstrated long-term growth, performance in the previous year appeared softer due to regional conditions, particularly in Cambodia. Clarification was sought on the underlying causes and outlook. |
| **Answer by Mr KS Yun** | The global operating environment remains complex and performance could not be attributed to a single factor. Over the past 30 years, the Company has remained resilient through financial crises and the COVID-19 pandemic.<br><br>While the first half of the year was softer, particularly in Cambodia's financial institution ("FI") segment, performance improved significantly in the second half of 2025. Management expressed optimism that this recovery momentum would continue into 2026. Despite breaking even at both top-line and bottom-line levels, management considered this outcome a positive result compared with peers who experienced revenue and profit declines. |
| **Question from a shareholder** | Given that the Group does not have full ownership in several subsidiaries and holds associate-level stakes in certain entities, are there plans or opportunities to increase its ownership in these investments? |
| **Answer by Mr KS Yun** | The Group will seek to increase its ownership where feasible, with a preference for majority stakes. However, this is subject to local regulatory requirements. In certain markets, such as Myanmar and Cambodia, local regulations require majority ownership by domestic parties due to the sensitive nature of credit data, which is considered a matter of national security. Similar principles apply in Singapore.<br><br>While the Company will seek opportunities to increase its stake where feasible, compliance with local regulations remains paramount. |
| **Question from a shareholder** | The Company announced that Credit Bureau Singapore has obtained a Consumer Credit Bureau licence under Credit Bureau Act last year. Given that it has been operating for many years, could the Board clarify what this licence entails and how it differs from its previous status? |
| **Answer by Mr KS Yun** | Credit Bureau Singapore has been operating for over 20 years and was previously gazetted under the Banking Act as the de facto credit bureau in Singapore.<br><br>The introduction of the Credit Bureau Act governed by the Monetary Authority of Singapore in recent years served to formalise and regularise the framework, under which the licence was issued.<br><br>While the licensing represents a shift to a more structured regulatory regime, Credit Bureau Singapore has effectively been performing this role since its incorporation. |

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| **Question from a shareholder** | Is the Group experiencing any pricing pressure, particularly amid ongoing inflation? |
| **Answer by Mr KS Yun** | The Company has full flexibility on pricing and is not subject to external pressure. However, as a long-term player, pricing adjustments are made only when justified, such as due to inflation or enhanced customer value, and not solely to increase margins. |
| **Question from a shareholder** | Whether AI could impact the Group's business, and is the Group leveraging AI in its operations? |
| **Answer by Mr KS Yun** | The Group has assessed the potential impact of AI and concluded that AI poses minimal threat to the Company's core business, as proprietary credit data is not publicly accessible.<br><br>However, AI is being explored to improve operational efficiency and process optimisation. |
| **Question from a shareholder** | Could the Board elaborate on the Group's growth strategy, including both organic and inorganic opportunities, and whether there are plans to expand into new markets? |
| **Question from a shareholder** | The Group's growth strategy is pursued through both organic and inorganic strategies.<br><br>Organic growth continues to be driven across its existing markets, namely Singapore, Malaysia, Myanmar, and Cambodia, with Myanmar and Cambodia offering significant upside as relatively newer markets.<br><br>Inorganic growth remains a priority, with management actively exploring acquisition opportunities over the past five years, including discussions with potential targets across regions such as Australia, New Zealand, and Vietnam. However, identifying opportunities with the right strategic fit while maintaining valuation discipline approach could be challenging, and that transaction processes typically require time.<br><br>The Company has received expressions of interest from larger industry players regarding a potential acquisition of the Company. Nevertheless, the Board remains focused on pursuing strategies that maximise long-term shareholder value. |

**Question raised by a shareholder in relation to Ordinary Resolution 2 - Approval of Payment of the Final One-tier Exempt Dividend of S$0.022 per Ordinary Share for the Financial Year Ended 31 December 2025**

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| **Question from a shareholder** | Whether the Company would expect to maintain similar dividend payout going forward? |
| **Answer by Mr KS Yun** | The Company does not have a fixed dividend policy.<br><br>Since IPO, it has maintained an intention to distribute up to 90% of profits to shareholders, as operational cash requirements are relatively modest.<br><br>This approach is expected to continue, subject to business conditions and funding needs. |

**Question raised by a shareholder in relation to Special Resolution 11 – Proposed Capital Reduction and Cash Distribution**

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| **Question from a shareholder** | Sought clarification on the proposed capital reduction exercise, noting that it appeared sudden given earlier indications that the Company had been seeking acquisition opportunities. The shareholder queried whether the surplus cash resided at the Company level or Group level, and whether Group-level cash was readily accessible.<br><br>Noting that approximately S$20.66 million would be returned to shareholders via capital reduction and with a further S$5.1 million paid out as dividends, leaving an estimated S$3 million for operations, and questioned whether the remaining cash balance would be sufficient after the proposed cash distribution. |
| **Answer by Mr KS Yun** | Cash held at the Group level primarily resides within subsidiaries and is not typically up streamed to the holding company.<br><br>Following the IPO, the Group had approximately S$20–30 million in cash at the Company level, which had been earmarked for acquisitions.<br><br>Over the past five years, the Group has actively evaluated potential acquisitions across the region, but suitable targets at acceptable valuations were difficult to secure.<br><br>While interest income from cash holdings had been attractive in prior years due to higher interest rates, recent global developments had resulted in rates declining to approximately 1%, making it inefficient to retain excess cash.<br><br>As a result, the Board proposed the capital reduction to return surplus cash to shareholders, enabling them to deploy the funds independently.<br><br>The Group remains committed to pursuing growth through acquisitions. Should suitable opportunities arise, the Company is well-positioned to access external financing from banks, supported by its strong financial performance. |