

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 4758  
**COMPANY NAME** : ANCOM NYLEX BERHAD  
**FINANCIAL YEAR** : May 31, 2024

## OUTLINE:

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

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

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

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

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

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

### Intended Outcome

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

### Practice 1.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board of Directors (the "Board") leads and determines the strategic direction of Ancom Nylex Berhad ("the Company") and oversees the overall management of its subsidiaries ("the Group"). The Board provides clear and effective entrepreneurial leadership to the management team, monitors their performance, and ensures the establishment of achievable strategic plans and objectives. It is also responsible for setting corporate values and promoting a culture of good corporate governance within the Group, emphasizing ethical, prudent, and professional behaviour, while ensuring the fulfilment of its obligations to shareholders and other stakeholders. Additionally, the Board ensures that the management team has access to adequate resources to implement necessary processes for effective risk assessment and management, while maintaining robust internal controls to achieve their objectives.</p> <p>The Board is supported by the following committees, each with specific delegated responsibilities:</p> <ul style="list-style-type: none"><li>▪ Audit Committee ("AC")</li><li>▪ Risk Management Committee ("RMC")</li><li>▪ Remuneration &amp; Nomination Committee ("R&amp;NC")</li></ul> <p>These Board Committees are authorised by the Board to deliberate on matters assigned to them in accordance with their respective Terms of Reference ("TOR"). Each board committee operates within its approved TOR. The Chair of each Board Committee reports to the Board on the matters discussed and recommendations made.</p> <p>The Board is governed by a Board Charter that outlines its strategic intent, roles, and responsibilities. This Board Charter clearly delineates the primary roles and responsibilities of the Board in fulfilling its obligations regarding the Group's strategic direction, business and financial performance, risk management,</p>

	<p>internal controls, information systems, and investor relations. These include:</p> <ul style="list-style-type: none"> <li>▪ formulating and charting the strategic direction of the Group, including both short- and long-term plans and objectives.</li> <li>▪ overseeing sustainability governance and ensuring that sustainability is embedded in the Group’s strategic direction and daily operations.</li> <li>▪ reviewing and approving key operational policies, major investments in new business/projects, and funding decisions.</li> <li>▪ overseeing and reviewing the Group’s business operations and financial performance.</li> <li>▪ ensuring that the Group’s strategic plan supports long-term value creation and incorporates economic, environmental, and social considerations underpinning sustainability.</li> <li>▪ overseeing the development, implementation, and review of succession plans for Directors and key senior management.</li> <li>▪ understanding the principal risks associated with the Group’s business.</li> <li>▪ overseeing the development, implementation, and monitoring of the risk management framework and the adequacy of the Group’s internal control and management information systems to ensure compliance with relevant laws, regulations, and business objectives.</li> <li>▪ ensuring the Company has effective communication procedures with stakeholders.</li> <li>▪ ensuring the integrity of the Company’s financial and non-financial reporting.</li> <li>▪ promoting ethical standards and good governance within the Group to reinforce ethical, prudent, and professional behaviour.</li> </ul> <p>The Board Charter was last reviewed on 13 September 2024, and is subject to review as necessary. It is accessible on the Company’s website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<p><b>Explanation for departure</b> :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p><b>Measure</b> :</p>	
<p><b>Timeframe</b> :</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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>On 30 November 2023, Datuk Anuar Bin Ahmad was appointed as the Independent Non-Executive Chairman ("Chairman"), reinforcing the Company's commitment to strong corporate governance practices. In this role, Datuk Anuar is responsible for instilling effective leadership within the Board and ensuring that it operates with integrity and accountability.</p> <p>The appointment of Datuk Anuar aligns with the intended outcome of having a Board that collectively assumes responsibility for the Company's leadership and is accountable for meeting its objectives and goals. His independent status enhances the Board's ability to provide objective oversight and guidance, fostering a culture of transparency and ethical decision-making.</p> <p>In conjunction with Datuk Anuar's appointment, Dato' Siew Ka Wei was re-designated as the Executive Vice Chairman ("EVC") on the same date. This clear separation of roles between the Chairman and the EVC helps maintain a robust system of checks and balances, ensuring that the Board operates effectively and independently of management.</p> <p>The leadership of the Board, now under the guidance of Datuk Anuar, focuses on the following key areas:</p> <ul style="list-style-type: none"><li>▪ instilling good corporate governance to ensure that the Board adheres to high ethical standards.</li><li>▪ enhancing Board effectiveness to ensure that all members are equipped to contribute meaningfully to discussions and decision-making processes.</li><li>▪ fostering open communication by encouraging a culture of open dialogue, allowing diverse perspectives to be heard and facilitating constructive discussions among Board members.</li></ul> <p>Through these measures, the Company has demonstrated its commitment to fulfilling its corporate governance principles, ensuring that the Board effectively leads the Company towards achieving its strategic objectives while upholding the highest standards of accountability and governance.</p>
<b>Explanation for departure</b>	:	

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

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

### Intended Outcome

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

### Practice 1.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Datuk Anuar Bin Ahmad was appointed as Independent Non-Executive Chairman on 30 November 2023, while Dato' Siew Ka Wei serves as the Executive Vice Chairman ("EVC"), having been re-designated from Executive Chairman on the same date. Datuk Lee Chuen Wei holds the position of Managing Director/Group Chief Executive Officer ("MD/GCEO"). This distinction is outlined in the Board Charter, ensuring that the roles and responsibilities of each position are well defined.</p> <p>This separation of roles establishes a proper balance of power and authority within the Company and the Group, ensuring that no single individual possesses unfettered decision-making powers. Datuk Anuar is responsible for overseeing the Board's effectiveness and ensuring good corporate governance practices, while also facilitating constructive discussions among Board members.</p> <p>Conversely, the EVC, assisted by the MD/GCEO, leads the Group's management and is accountable for the overall performance of the operating units. He implements the Board's approved policies and strategies, managing the business on a day-to-day basis and aligning operations with the Company's strategic objectives.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 1.4

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>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	Datuk Anuar Bin Ahmad, the Independent Non-Executive Chairman, does not serve as a member of the AC and the R&NC. This separation reinforces the independence of these Board Committees, allowing them to operate without any potential conflicts of interest.  By not participating in these Committees, the Chairman allows for objective oversight and unbiased decision-making in critical areas such as financial reporting, director nominations, and executive remuneration. This structure enhances the Board's effectiveness in fulfilling its governance responsibilities and upholding high standards of accountability and transparency.
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

## Intended Outcome

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

## Practice 1.5

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is supported by two qualified Company Secretaries, both authorised to act under Section 235(2) of the Companies Act 2016, and bringing over 20 years of experience in company secretarial practices. Their extensive expertise ensures that the Board operates effectively and in compliance with all regulatory requirements.</p> <p>The Company Secretaries play a pivotal role in collaboration with the Board to formulate the Company's Constitution and develop Board policies and procedures. They are responsible for the efficient administration of the Company's secretarial functions, particularly ensuring compliance with the Constitution, Board policies, and statutory and regulatory obligations.</p> <p>Key responsibilities of the Company Secretaries include:</p> <ul style="list-style-type: none"><li>▪ regularly updating the Board on new regulations and corporate governance practices issued by relevant authorities.</li><li>▪ organising and preparing for Board and board committee meetings, as well as shareholder meetings, to ensure effective governance.</li><li>▪ ensuring that the Company and the Group files all necessary documents and maintains statutory records in accordance with legal requirements.</li><li>▪ facilitating the orientation of new directors and assisting in their training and development, while monitoring corporate governance developments to align practices with the Board's needs and stakeholder expectations.</li></ul> <p>The Company Secretaries work closely with the Chairman of the Board to ensure timely and appropriate information flow within the Board, its committees, and management. They also serve as the primary point of contact for stakeholder communication.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		



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

### Intended Outcome

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

### Practice 1.6

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>In consultation with the Chairmen of the Board and of the respective Board Committees, the Company Secretaries are responsible for preparing the agenda and the relevant meeting papers for the Board and Board Committee meetings. To ensure that Directors have adequate information and time to prepare, the Company Secretaries will endeavour to circulate meeting materials at least seven days in advance of the meetings. In cases where time constraints prevent this, materials may be presented during the meetings, allowing sufficient time for Directors to seek explanations and clarifications.</p> <p>The Company Secretaries will attend all Board and Board Committee meetings to take minutes that accurately reflect the deliberations and decisions made. These minutes will include any instances of Directors abstaining from voting or deliberating on specific matters, as well as any dissenting views expressed during votes.</p> <p>To ensure timely communication, the Company Secretaries strive to prepare and circulate the minutes within 30 days following the Board and Board Committee meetings for review and comments by the Directors.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 2.1**

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has a Board Charter that articulates the strategic intent of the Board and delineates its roles and responsibilities. The Board Charter explicitly outlines the primary obligations of the Board in fulfilling its overall mandate related to the Group’s strategic direction, business and financial performance, risk management, internal controls, information systems, and investor relations.</p> <p>The Board Charter was last reviewed on 13 September 2024 and is subject to periodic review as necessary. It is accessible on the Company’s website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 3.1

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is dedicated to conducting its business in accordance with its Code of Conduct and Ethics ("Code"). The Code is designed to enhance the standard of corporate governance and ethical behaviour of the Directors. All Directors are expected to uphold the highest standards of integrity and professionalism while fostering transparency and accountability in their actions in compliance with the spirit of the Code.</p> <p>The Code is periodically updated to reflect changes in the Board's practices as well as amendments to applicable rules and regulations. The Code was last reviewed by the Board on 13 September 2024 and is accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 3.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has established a Whistle-Blowing Policy that provides a secure mechanism for employees and external parties to report any breaches or suspected breaches of laws and regulations, as well as to raise concerns regarding improper conduct or misconduct. This policy ensures that reports can be made safely and confidentially.</p> <p>The Whistle-Blowing Policy clearly defines the types of "improper conduct" so as to ensure that the Board, management, employees, and stakeholders understand what constitute a misconduct.</p> <p>The Board holds overall responsibility for overseeing the implementation of the Whistle-Blowing Policy. All reports are directed to the Chairman of the AC, and the Chief Integrity Officer, either via email or regular mail. Each report received is investigated according to the procedures outlined in the Whistle-Blowing Policy, and the AC and the Board are subsequently informed of the investigation outcomes.</p> <p>The Board has the overall responsibility for overseeing the implementation of the Whistle-Blowing Policy.</p> <p>The Whistle-Blowing Policy is reviewed periodically to ensure it remains current with relevant laws, requirements, and regulations. The policy was last reviewed by the Board on 13 September 2024 and is accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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**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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board holds overall responsibility for the Company’s sustainability initiatives. It actively considers sustainability factors in its decision-making processes, particularly regarding the development and implementation of company strategies, business plans, and risk management frameworks.</p> <p>To enhance operational efficiency, the Board has delegated authority for managing sustainability efforts, encompassing economic, environmental, and social considerations, to the EVC and the MD/GCEO. They are tasked with leading the Group's comprehensive sustainability framework, which focuses on identifying, assessing, managing, and reporting on significant sustainability matters.</p> <p>This delegation ensures effective execution of the sustainability process, facilitating strategic decision-making and the coordination of sustainability action plans. Additionally, the EVC and MD/GCEO are accountable for achieving both business and sustainability outcomes, thus reinforcing the Company’s commitment to sustainability as a core aspect of its long-term strategy.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	





**Intended Outcome**

The 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.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Company is committed to collaborating closely with all stakeholders as it embarks on its journey toward sustainable growth. This includes defining key initiatives in areas such as environmental stewardship, social responsibility, and economic viability. The Company is also dedicated to ensuring effective communication with its shareholders and other stakeholders regarding these sustainability strategies, priorities, and targets.</p> <p>Stakeholders are defined as entities or individuals significantly affected by the Group's activities, products, and services, and whose actions can influence the Group's ability to successfully implement its strategies and achieve its objectives.</p> <p>Throughout the year, as part of its business operations, the Company engaged with a diverse range of stakeholders. The methods of engagement varied depending on the specific stakeholders involved. This included face-to-face meetings with government regulators, customers, suppliers, and bankers, as well as email communication and written letters to interested members of the public and employees. During the last financial year, the Company conducted over two meetings with key stakeholders and collected feedback that informed its sustainability initiatives.</p> <p>The Company has also conducted briefing sessions with analysts and held meetings with shareholders during general meetings.</p> <p>For a comprehensive overview of the Company's ongoing sustainability strategies, priorities, targets, material sustainability matters, and its performance against these targets during the financial year, please refer to the Sustainability Statement in the Company's Annual Report 2024, which is available on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	

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

### Intended Outcome

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board consistently stays informed and up-to-date with the latest sustainability agendas relevant to the Group and its operations. Recognising the growing interest from regulators and stakeholders in sustainability matters, particularly those related to climate-related risks, the Board is committed to engaging with stakeholders to identify further enhancements in conducting its business sustainably.</p> <p>To ensure it remains current with external trends in sustainability practices, the Company has appointed an ESG Senior Manager during the financial year who provide targeted training for both the Board and senior management of the Group in sustainability practices. These training sessions are designed to enhance the Group's sustainability efforts and initiatives, ensuring that all members understand the implications of sustainability issues, including climate-related risks and opportunities.</p> <p>The Board also regularly reviews industry reports and participates in sustainability forums to exchange knowledge and best practices. This proactive approach enables the Board to make informed decisions that align with the Group's commitment to sustainability.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board conducted a materiality evaluation internally in 2024, that included an assessment of its oversight regarding sustainability risks and opportunities that are vital to the Group’s overall performance. This evaluation ensured that the Board is aligned with the sustainability objectives and challenges facing the Company.</p> <p>Additionally, the performance evaluation for senior management incorporated a detailed review of the Group’s progress on its sustainability priorities. This assessment focused on how effectively senior management addressed material sustainability risks and opportunities, ensuring that sustainability considerations are integrated into the operational strategy.</p> <p>The evaluation process utilised certain specific metrics to gauge performance and included feedback from relevant stakeholders, reinforcing our commitment to transparency and accountability. The insights gained from these evaluations will inform future strategies and action plans aimed at enhancing our sustainability efforts.</p> <p>This evaluation process is part of the Group’s ongoing commitment to embedding sustainability into the Group’s corporate governance framework and ensuring that both the Board and senior management remain accountable for the Group’s sustainability goals.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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.

<i>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.</i>	
<b>Application</b>	: Adopted
<b>Explanation on adoption of the practice</b>	: <p>To ensure a strategic focus on sustainability, the Company has appointed a ESG Senior Manager during the financial year. The ESG Senior Manager is responsible for overseeing the strategic management of material sustainability matters, including the formulation and implementation of the Group's sustainability priorities and initiatives.</p> <p>In the financial year, the ESG Senior Manager provided quarterly reports to the MD/GCEO, the RMC and the Board, detailing the progress on sustainability priorities and initiatives undertaken by the Group via the Risk Committee Working Group. This structure not only ensures accountability but also integrates sustainability considerations into the Group's operations, aligning with the Company's long-term strategic goals.</p> <p>By designating specific leadership for sustainability, the Board is committed to embedding these critical considerations into the Group's business practices, thereby enhancing the Group's overall resilience and success.</p>

## 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is committed to maintaining an effective and diverse composition, ensuring that decisions are made objectively and in the best interests of the Company. The R&amp;NC plays a pivotal role in this process by periodically reviewing the Board's composition and assessing the need for fresh skills and perspectives.</p> <p>When considering the appointment of a new Director, the Board relies on recommendations from the R&amp;NC. In this evaluation, the R&amp;NC carefully considers various factors, including the candidate's skills, knowledge, character, professionalism, competence, experience, integrity, and time commitment, as well as their expected contributions. The R&amp;NC also takes into account diversity factors, such as ethnicity and age distribution, to ensure a balanced board composition in line with the Company's Diversity Policy.</p> <p>Prior to any appointment, a thorough fit and proper assessment is conducted in accordance with the Directors' Fit and Proper Policy. This assessment ensures that any potential new Director possesses the necessary expertise to positively impact the Board's performance.</p> <p>New Directors are expected to commit adequate time to fulfil their responsibilities, including attendance at meetings. For Directors due for annual re-election, their performance, contribution, and independence are evaluated rigorously through an annual review. The R&amp;NC will only recommend re-election of a retiring Director if the Board is satisfied with these assessments, including the fit and proper evaluation. Through these practices, the Board aims to ensure its decisions reflect a diversity of perspectives, aligning with the best interests of the Company.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

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

### Intended Outcome

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

### Practice 5.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board currently consists of eight members, one Independent Non-Executive Chairman (appointed on 30 November 2023), one EVC (who was re-designated from the position of Executive Chairman on 30 November 2023), one MD/GCEO, and five Independent Non-Executive Directors during the financial year ended 2024.</p> <p>This composition meets the requirements of the Main Market Listing Requirements of Bursa Securities Malaysia Berhad (“Bursa Securities”), which stipulates that at least one-third of the Board must comprise Independent Non-Executive Directors. Furthermore, in alignment with Practice 5.2 of the Malaysian Code on Corporate Governance 2021 (MCCG), at least half of the Board is made up of independent directors.</p> <p>The presence of a significantly higher proportion of Independent Non-Executive Directors enhances the effectiveness of the Board by providing a robust check and balance, thereby ensuring a sound decision-making process that prioritises the best interests of the Group. These Independent Non-Executive Directors do not engage in the day-to-day management of the Company and have no business dealings or other relationships with the Company. This enables them to exercise independent judgement in discharging their duties and responsibilities in the best interests of the Company.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



### Intended Outcome

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises that an Independent Director's cumulative term should not exceed nine years. If the Board intends to retain an Independent Director beyond this nine-year limit, it will seek justification and request shareholders' approval through a two-tier voting process. Should such approval not be granted, the Independent Director will be re-designated as a Non-Independent Director.</p> <p>As of 31 May 2024, none of the Independent Directors has exceeded the nine-year tenure limit. At the upcoming Annual General Meeting, all Independent Directors will have a cumulative tenure of less than nine years, ensuring compliance with the practice and supporting effective Board function.</p> <p>The Board will continue to evaluate this approach regularly, considering the skillset, contributions, and independence of each Director to ensure optimal governance in the best interests of the Company.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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.*

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

### Intended Outcome

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

### Practice 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The evaluation process for candidates to fill Board vacancies is conducted with a comprehensive assessment of various factors, including skills, knowledge, competency, experience, time commitment, character, professionalism, and integrity. The R&amp;NC strictly adheres to the principle of meritocracy during this evaluation. While no specific targets are set for diversity in age, cultural background, or gender, these attributes are thoughtfully considered in the decision-making process. The Board recognises that a diverse mix of skills and experiences is crucial for effective governance and enhancing the quality of deliberations.</p> <p>The current composition of the Board reflects a blend of highly qualified individuals with diverse backgrounds and perspectives, all demonstrating strong commitment to the Company through consistent attendance at meetings and active participation. This composition is guided by the Diversity Policy adopted by the Company, ensuring the Board size remains appropriate for informed and critical decision-making.</p> <p>The Executive Directors are complemented by the independent perspectives of Independent Non-Executive Directors, who bring professional expertise in finance, legal, administration, and strategic management. Collectively, the Board members possess a broad range of experience in business, finance, accounting, administration, and law, which is vital for directing and supervising the Group's operations in a challenging economic environment.</p> <p>No individual will be appointed, re-appointed, elected, or re-elected as a director if their character or conduct is questionable, or if they are classified as an "active politician". This includes individuals who hold positions as Members of Parliament, State Assembly members, or roles within the Supreme Council or divisional levels of political parties.</p> <p>It is important to note that while the Board oversees the overall governance framework, the appointment and evaluation of performance of senior management are the responsibility of the</p>

	EVC and the MD/GCEO, ensuring alignment with the Company's strategic objectives.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The R&amp;NC is tasked with the identification and selection of potential candidates for appointment as directors. This process involves utilising various channels to ensure a broad and diverse pool of candidates, including professional bodies and independent sources, in addition to considering recommendations from existing directors, management, and major shareholders.</p> <p>During the financial year, Datuk Anuar Bin Ahmad was appointed to the Board upon the recommendation/nomination by the EVC. Datuk Anuar was appointed as the Independent Non-Executive Chairman of the Board while the EVC, who was the Executive Chairman then, was re-designated as the EVC.</p> <p>While the Independent Non-Executive Director appointed was nominated based on recommendations from the EVC, the R&amp;NC ensured that this approach was appropriate by considering the candidates' qualifications, experience, and alignment with the Company's strategic needs. The R&amp;NC carefully evaluated the recommendations and conducted due diligence before presenting the nomination to the Board for approval.</p> <p>The Board recognises the importance of diversifying its sources for identifying qualified candidates and remains committed to exploring independent avenues alongside recommendations from existing members to ensure a robust selection process.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board, along with the R&amp;NC, has conducted a thorough evaluation of the performance and contributions of retiring Directors seeking re-election at the upcoming Annual General Meeting (“AGM”). This assessment is pivotal before presenting the resolution for shareholders’ approval.</p> <p>To assist shareholders in making informed decisions, the profiles of the Directors seeking re-election, along with any relevant information regarding their interests, positions, or relationships that could potentially influence their ability to act in the best interests of the Company, are included in the Directors Profiles in the Board of Directors section of Annual Report 2024 and Explanatory Notes to the Notice of the AGM. This disclosure ensures that shareholders are well-informed about any factors that may affect the Directors' independence and judgment.</p> <p>The performance of each retiring Director has been carefully assessed by the R&amp;NC, considering their contributions and effectiveness. For Independent Directors, the R&amp;NC specifically evaluated any relationships with executives that may influence, or be perceived to influence, their capacity to provide independent judgement. The Board will also issue a statement in the Explanatory Notes regarding its support for the re-election of each retiring Director, outlining the reasons for this support.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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**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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Chairman of the R&NC of the Company is Datuk Dr. Abd Hapiz bin Abdullah. He was appointed on 19 September 2022 and is an Independent Non-Executive Director.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 5.9**

The board comprises at least 30% women directors.

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	The Board currently consists of eight members, including one female director, Christina Foo (Independent Non-Executive Director), representing 12.5% of the Board. Recognising the importance of gender diversity, the Board is committed to enhancing female representation and will actively pursue the appointment of additional women directors in the near future. A target has been set to achieve at least two female representations within the next financial year, and strategies are being developed to identify and engage qualified female candidates for upcoming vacancies.	
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	The Board will take active steps to increase the percentage of women directors on the Board in the near future.	
<b>Timeframe</b>	:	Within 1 year	

**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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has taken note of the recommendation in the CG Code pertaining to the establishment of a policy on boardroom diversity including gender diversity.</p> <p>The Board appointed Christina Foo as a female director in FY2023, reflecting its ongoing support for increasing female representation. The Board is committed to promoting gender diversity and aims to achieve at least two female representations on the Board by 31 May 2025.</p> <p>The selection of female candidates will depend on identifying women with the necessary skills, knowledge, and experience relevant to the Group's core activities. However, the ultimate decision will always be based on merit and the potential contributions that candidates can bring to the Board.</p> <p>The Group follows a policy of impartiality in selecting its directors, ensuring no discrimination based on age, gender, ethnicity, or religion. This commitment to diversity is outlined in our Diversity Policy, which is available on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>. The Diversity Policy was last reviewed by the Board on 15 September 2023, and the Board will continue to take active steps to ensure its effective implementation.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

## Practice 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>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: <p>The R&amp;NC conducts an annual assessment of the overall Board's effectiveness. In FY2024, this assessment evaluated all Board members in accordance with the criteria outlined in the Directors' Fit and Proper Policy, which is available on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p> <p>Newly appointed Directors and those seeking re-election at the Annual General Meeting ("AGM") are required to complete a Fit and Proper Declaration. All Independent Non-Executive Directors declared any conflicts of interest and affirmed their independence. These declarations are verified against independent sources.</p> <p>In FY2024, the R&amp;NC performed a board effectiveness evaluation ("BEE") internally, facilitated by the Company Secretary. This evaluation included a review of the Board's composition, mix of expertise, quality of information and decision-making, and the effectiveness of Board Committees. Individual Directors were assessed on their skills and understanding across various domains essential for governance.</p> <p>While the R&amp;NC is satisfied with the assessment results, noting that the current size and composition of the Board is appropriate, they acknowledge that engaging an independent expert for future evaluations would enhance objectivity and provide unbiased insights into Directors' performances.</p>
<b>Explanation for departure</b>	:  

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

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

**Intended Outcome**

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

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

**Practice 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The R&amp;NC is responsible for recommending the remuneration of Non-Executive Directors, including directors’ fees and benefits, in accordance with the Board’s Remuneration Policy. This policy outlines the principles and guidelines for determining remuneration packages for both Non-Executive and Executive Directors (including the EVC and MD/GCEO).</p> <p>The Remuneration Policy was last reviewed by the Board on 15 September 2023 and is accessible on the Company’s website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p> <p>The R&amp;NC engaged a professional firm in the last financial year (FY2023) to conduct a Directors’ Remuneration Benchmarking assessment, which provided insights into industry standards for both Non-Executive and Executive Directors. This benchmarking informed that the remuneration packages are competitive and aligned with the skills, experience, and performance required for effective governance. The R&amp;NC also evaluated the incorporation of performance metrics into remuneration decisions, ensuring that the compensation structure reflects the Company’s long-term objectives and performance outcomes.</p> <p>The remuneration policy will continue to be periodically reviewed to adapt to the changing business landscape, with stakeholder communications facilitated to inform them of any significant changes or updates to the policy.</p>
<b>Explanation for departure</b>	:	

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

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

### Intended Outcome

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

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

### Practice 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has an R&amp;NC whose responsibilities, among others, include the implementation of the Company's policies and procedures on remuneration. This entails reviewing and recommending remuneration matters for the Board to ensure alignment with the Company's long-term objectives.</p> <p>The R&amp;NC operates under its written TOR, which outlines its authority and duties, ensuring compliance with the Main Market Listing Requirements of Bursa Securities. Key responsibilities include setting the remuneration framework, conducting benchmarking against industry standards, and reviewing individual Director and senior management remuneration packages.</p> <p>The TOR was last reviewed by the Board on 13 September 2024 and will be subject to further review as necessary. The R&amp;NC's TOR is accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>, and stakeholders are encouraged to review it to understand the R&amp;NC's role and responsibilities in promoting transparent and independent remuneration practices.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	





**Intended Outcome**

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The remuneration received or receivable by the Directors during FY2024 is detailed in the table below. This includes a comprehensive breakdown of each Director's remuneration, encompassing fees, salary, bonuses, benefits in-kind, and other emoluments.</p> <p>In addition to the remuneration, the Company has also secured Directors' and Officers' Liability insurance. This insurance covers directors' defence costs and legal representation expenses incurred should any action be brought against them for actions undertaken in their capacity as Directors of the Company and/or its subsidiaries.</p>

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' Siew Ka Wei	Executive Director	-	-	275.9	-	40.2	-	316.1	-	-	5,379.5	-	74.3	-	5,453.8
2	Datuk Lee Chuen Wei	Executive Director	-	-	-	-	-	-	-	-	-	2,459.8	-	13.3	600.0	3,073.1
3	Datuk Anuar Bin Ahmad	Independent Director	50.3	1.0	-	-	-	-	51.3	188.8	6.4	-	-	15.0	-	210.2
4	Tan Sri Dato' Seri Abdull Hamid Bin Embong	Independent Director	120.0	5.0	-	-	18.3	-	143.3	120.0	5.0	-	-	18.3	-	143.3
5	Chan Thye Seng	Non-Independent Director	28.5	1.5	-	-	-	-	30.0	28.5	1.5	-	-	-	-	30.0
6	Datuk Dr. Abdul Hapiz Bin Abdullah	Independent Director	120.0	5.0	-	-	-	-	125.0	120.0	5.0	-	-	-	650.5	775.5
7	Maliki Kamal Bin Mohd Yasin	Independent Director	90.0	3.0	-	-	-	-	93.0	90.0	3.0	-	-	-	-	93.0
8	Christina Foo	Independent Director	135.0	7.0	-	-	-	-	142.0	135.0	7.0	-	-	-	-	135.0
9	Tan Sri Dato' Sri Mohamad Fuzi Bin Harun	Independent Director	100.0	5.0	-	-	-	-	105.0	100.0	5.0	-	-	-	-	105.0

### Intended Outcome

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

### Practice 8.2

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

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>The Board has decided not to disclose, on a named basis, remuneration of the top five senior management personnel in the Annual Report. The Board believes that such disclosure may not provide significant value or enhance understanding of the Company's corporate governance practices. Instead, it could lead to recruitment and talent retention challenges, foster unnecessary rivalry among senior management, and potentially encourage poaching by competing organisations.</p> <p>Given the current competitive human capital market, the Board recognises that attracting and retaining top talent is crucial for the Group's sustained success.</p> <p>Please provide an alternative practice and explain how the alternative practice meets the intended outcome.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
<b>Timeframe</b>	:	Choose an item.

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.

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

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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	Christina Foo serves as the Chair of the AC. She is not the Chair of the Board, ensuring the independence of the AC's oversight function.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		



**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The TOR of the AC includes a policy mandating that any former partner of the Company's external audit firm must observe a cooling-off period of at least three years before being eligible for appointment as a member of the AC.</p> <p>As of today, none of the current members of the AC is a former key audit partner of the Company's external audit firm.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The AC has been delegated by the Board to assess the suitability, objectivity, and independence of Messrs BDO PLT, the external auditors, as detailed in the External Auditors Assessment Policy. In conducting this assessment, the AC considers the following key areas:</p> <p>(a) <b>Competence</b> The AC will only consider external auditors who have not faced disciplinary actions for non-compliance with relevant ethical and financial reporting standards in the past five years. The AC also evaluates the resources allocated by the external auditors to the Group, as well as the qualifications and experience of the engagement leader.</p> <p>(b) <b>Audit quality</b> In considering the reappointment of external auditors, the AC will seek feedback from management regarding the professional relationship with the auditors, the quality of their audit delivery, and the overall quality of service. The AC takes into account the auditors' adherence to the agreed audit plan, the thoroughness of the audit, and the effectiveness and efficiency of the engagement team.</p> <p>(c) <b>Independence</b> The assessment of independence focuses on any relationships between the external auditors and the Directors, senior management, or major shareholders of the Group, as well as any resulting conflicts of interest. The AC gives due consideration to the fees paid to the external auditors, ensuring they are not unreasonably excessive, which could impair the auditors' objectivity. The AC also obtains written assurance from the external auditors regarding their compliance with ethical requirements for professional independence. While the AC may engage the external auditors for non-audit services, such engagements must not raise questions about their independence and objectivity.</p> <p>The External Auditors Assessment Policy, which was last reviewed by the Board on 15 September 2023, is available on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>

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

**Intended Outcome**

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.

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

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The Chair of the AC, Christina Foo, is a Chartered Accountant and a member of the Malaysian Institute of Accountants.  All members of the AC possess the necessary skills, knowledge, and industry experience to fulfil their duties effectively. They are financially literate and capable of understanding matters related to financial reporting, taxation, internal control, and risk management. In addition to training attended by the Directors, AC members receive periodic updates from the External Auditors on new financial reporting standards, ensuring they remain informed about developments in accounting and auditing practices.
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 10.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is responsible for establishing and maintaining a sound and effective risk management and internal control system within the Group.</p> <p>Recognising the importance of identifying and managing risks that could impact the business, the Board emphasises the need for transparent disclosure to shareholders as a cornerstone of good governance. In line with Step-up Practice 10.3 of the MCCG, a separate RMC was established in the last financial year (FY2023). The RMC's objective is to assist the Board in ensuring that a robust risk management framework is in place, thereby enhancing the Company's ability to achieve its strategic objectives, particularly in pursuing growth. Each RMC member contributes independent opinions during the fact-finding, analysis, and decision-making processes, drawing on their expertise, experience, and industry knowledge.</p> <p>The Board also reviews the adequacy, effectiveness, and integrity of the internal control system through ongoing independent assessments conducted by the Company's outsourced internal audit function, which reports directly to the AC. Internal audit reviews focus on ensuring effective and efficient operations, reliable reporting, compliance with applicable laws and regulations, and safeguarding of assets. The internal control system encompasses governance, risk management, financial, strategic, organisational, operational, regulatory, and compliance matters. The adequacy and effectiveness of internal controls are evaluated by the AC based on audits conducted by the Internal Auditors throughout the financial year. Audit issues and the actions taken by Management to address these issues are discussed in AC meetings, with updates reported to the Board by the AC Chair.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

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

**Intended Outcome**

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

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

**Practice 10.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The features of the Company’s risk management and internal control framework, as well as the adequacy and effectiveness of this framework are as disclosed in the Statement on Risk Management and Internal Control of the Company’s Annual Report 2024.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		



**Intended Outcome**

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

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

**Practice 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.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	<p>To ensure informed decision-making regarding risk levels and the implementation of necessary controls, the Board has the RMC in the last financial year (FY2023). The RMC is composed of a majority of Independent Non-Executive Directors, reinforcing its objectivity in overseeing the Company's risk management framework and policies.</p> <p>The RMC's primary responsibility is to monitor the effectiveness of the risk management framework, ensuring that potential adverse impacts from foreseeable events are identified, assessed, and managed appropriately. The RMC actively collaborates with the Board to provide reasonable assurance that the Company's objectives can be pursued with an understanding of associated risks.</p> <p>Detailed activities and outcomes of the RMC are documented in the Risk Management Committee Report, included in the Annual Report 2024.</p>

## 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.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Internal Audit function remains a crucial component of the Group's governance, risk management, and internal control framework. Its primary role is to conduct independent and systematic reviews of the Group's internal control systems, providing reasonable assurance regarding the adequacy, integrity, and effectiveness of our overall governance and risk management processes.</p> <p>The AC is supported by an outsourced internal audit function. For the financial year ended 31 May 2024 ("FY2024"), this is being outsourced to Sterling Business Alignment Consulting Sdn Bhd ("SBAC"), a reputable firm specialising in internal audit services and a corporate member of the Institute of Internal Auditors, Malaysia. This also ensures that the internal audit function operates independently and effectively.</p> <p>To maintain the integrity and effectiveness of the internal audit process, the AC routinely assesses the adequacy of the internal audit scope, functions, competencies, and resources. Each audit engagement involves a team of two to three qualified internal auditors, depending on the complexity of the audit area.</p> <p>Throughout FY2024, SBAC has conducted thorough reviews of critical business processes, identifying risks and internal control gaps. These findings, along with management responses and action plans, are presented to the AC on a quarterly basis. The AC, chaired by an Independent Non-Executive Director and comprising all Independent Non-Executive Directors, rigorously reviews and adopts these Internal Audit Reports.</p> <p>In evaluating the performance of SBAC, the AC is satisfied with its competency, independence, and the quality of the Internal Audit Reports. SBAC has provided written assurance to the AC affirming its compliance with all relevant ethical standards regarding professional independence. This ongoing oversight ensures that our internal control systems continue to operate effectively and meet the needs of the Group.</p> <p>To ensure the continued effectiveness and independence of the internal audit function, the AC undertook a comprehensive review and selection process for a new internal audit firm for the financial year ending 31 May 2025. This process focussed on identifying</p>

	<p>qualified firms with a strong track record of providing internal audit services. Key factors considered during the selection included:</p> <ul style="list-style-type: none"> <li>▪ Independence: The firm's ability to maintain objectivity and freedom from undue influence.</li> <li>▪ Performance history: Proven experience in delivering high-quality internal audit services for similar publicly listed companies.</li> <li>▪ Competence and qualifications: The team's expertise and professional certifications relevant to the Group's industry and risks.</li> <li>▪ Relevant experience: A demonstrated understanding of the Group's business model and key internal control considerations.</li> <li>▪ Fee structure: Competitive pricing that aligns with the scope and complexity of the required services.</li> </ul> <p>Following a thorough evaluation, the AC appointed Crowe Governance Sdn. Bhd., a member firm of Crowe Malaysia PLT, as the Group's new internal audit firm for the financial year ending 31 May 2025.</p>
<p><b>Explanation for departure</b></p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p><b>Measure</b></p>	<p>:</p>
<p><b>Timeframe</b></p>	<p>:</p>

## Intended Outcome

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company's outsourced internal audit firm, SBAC, confirms that its personnel conducting internal audit reviews are free from any relationships or conflicts of interest that could impair their objectivity and independence with respect to the Company, its directors, management, and shareholders.</p> <p>For each internal audit review, the team consists of three to four personnel. The internal audit team is led by Dr. So Hsien Ying, a Certified Internal Control Professional (US) with a Doctorate in Business Administration (WalesTSD), a Master of Business Administration (Hull), and a BSc (Hons) in Economics (London). Dr. So is a permanent member of The Internal Control Institute (US), a member of the Malaysian Alliance of Corporate Directors, and an Associate Member of The Institute of Internal Auditors Malaysia. With over 30 years of experience in business process improvement, internal control review, internal audit, and risk management, she brings extensive expertise to the team.</p> <p>The internal audit function operates in accordance with the International Professional Practices Framework, which ensures that all assessments adhere to the core principles, code of conduct, and the definition of internal auditing. This framework emphasises the importance of maintaining independence and objectivity. Additionally, the internal audit team utilises the Committee of Sponsoring Organizations of the Treadway Commission's Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the internal control systems within the Company.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

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

### Intended Outcome

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges the importance of timely and thorough dissemination of material information about the Group's business to its shareholders and investors for informed investment decisions in line with the Main Market Listing Requirements and best practices as recommended by the Malaysian Code on Corporate Governance (updated on 28 April 2021). The Board regards regular communication with the public via various announcements and the issuance of Annual Reports, circulars and press releases as key to building good relationships with its shareholders and investors.</p> <p>The Board strives to disclose such information to the public as soon as practicable through Bursa Securities, the media and the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>. The Board will take reasonable steps to ensure that all investors have equal access to material information. Selective disclosure is not allowed.</p> <p>The Company discloses all material information required to be disclosed under applicable securities laws, regulations and requirements as per the disclosure principles listed below:</p> <ul style="list-style-type: none"><li>▪ Material information will be announced immediately to Bursa Securities, and later be made available on the Company's website;</li><li>▪ Material information will be kept confidential temporarily if the immediate release of such information would be detrimental to the interests of the Company and/or its shareholders;</li><li>▪ The disclosure must be factual and non-speculative;</li><li>▪ If the Company learns that an earlier disclosure contained material error(s), such disclosures must be corrected immediately; and</li><li>▪ The Company will not comment, affirmatively or negatively, on rumours including those on the Internet. Should Bursa Securities request that the Company make a definitive statement in response to any market rumour that is causing significant volatility in the price of the Company's securities, the EVC, MD/GCEO will respond appropriately, after consulting with the Board or Advisors if time permits, before a reply is given to Bursa Securities.</li></ul>

	<p>Information is considered material if it can reasonably be expected to have a material effect on the price, value or market activity of the Company's securities or the decision of a holder of security or an investor in his/her investment decisions and actions. The Company releases all material information publicly through Bursa Securities' website at <a href="http://www.bursamalaysia.com">www.bursamalaysia.com</a> and via the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p> <p>The general meetings (annual or extraordinary) remain the main platform for the shareholders to engage with Directors or senior management on the the Company's performance and prospects. Minutes on the proceedings at the general meetings are recorded by the Company Secretaries and are available for inspection by the Company's shareholders at the Company's registered office at Unit 30-01, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No 8 Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia. The minutes of general meetings and a summary of key matters discussed at the general meetings is also posted on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<p><b>Explanation for departure</b> :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p><b>Measure</b> :</p>	
<p><b>Timeframe</b> :</p>	

**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.

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



**Intended Outcome**

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

**Practice 13.1**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Notice of Annual General Meeting is given to the Shareholders 28 days prior to the meeting.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>At the Company's annual general meetings, the Chairman, EVC, MD/GCEO, Chairman of the AC, R&amp;NC, Directors, Chief Financial Officer, Company Secretaries and the External Auditors/lawyers will attend the meetings either remotely or at the Broadcast Venue. Queries raised by the shareholders will be answered by the Chairman, EVC and the MD/GCEO during the meetings.</p> <p>For queries where the answers are not readily available at the meeting or were not answered at the meetings, written responses will be emailed to the shareholders or posted at the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a> after the meetings.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company's annual general meetings will be conducted fully virtual through live streaming and online remote voting via the remote participation and voting ("RPV") facilities at TIIH Online website at <a href="https://tiih.online">https://tiih.online</a> provided by the Company's Share Registrar, Tricor Investor and Issuing House Services Sdn. Bhd. ("Tricor").</p> <p>With the RPV facilities, shareholders at remote locations are able to attend, speak (through real time submission of typed text prior to the date of the meeting or during the meeting) and vote at the AGM.</p> <p>Shareholders who wish to appoint proxy, corporate representatives or power of attorneys are also able to lodge the proxy forms, letter of appointments or power of attorneys remotely through the TIIH Online website.</p> <p>Proxy holders, corporate representatives and power of attorneys at remote locations are able to attend, speak (through real time submission of typed text prior to the date of the meeting or during the meeting) and vote at the meetings remotely using the RPV facilities.</p> <p>Tricor has put in place the necessary IT security measures to preserve data privacy and security and to prevent cyber threats.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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## 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>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: <p>At the Company's AGM, the Chairman will ensure that there is meaningful engagement between the Board, the Company's senior management (the EVC, MD/GCEO and Chief Financial Officer) and the shareholders.</p> <p>Shareholders are given ample time to submit their questions or queries relating to the Company's financial and non-financial matters as well as the Company's plans and strategies prior to the date of the meetings or during the meetings through real time submissions of typed text only using the Remote Participation and Voting ("RPV") facilities.</p> <p>Ample time are provided by the Chairman for the shareholders to raise questions at the meetings. The Chairman, EVC, MD/GCEO, and the relevant Chair of the Board Committees would answer the questions at the meetings wherever applicable. For questions and queries where answers are not readily available, written responses will be provided to the shareholders concerned via emails or were posted on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a> after the meeting.</p> <p>Other than the general meetings, shareholders can also pose or raise questions to the Company via the "Contact Us" function at the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:

<b>Timeframe</b>	:		
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### 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>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	<p>The Company conducts its general meetings fully virtual. Due to the high cost involved, the Company does not consider having a hybrid general meeting.</p> <p>The Company is using the Remote Participating and Voting (“RPV”) facilities provided by Tricor as the platform in conducting the fully virtual general meetings. The Company and Tricor have the necessary infrastructure and IT support and tools to support a smooth broadcast of the general meetings and interactive participation by shareholders in the general meetings and viewing the proceedings online remotely using the computer, tablets or handphone. Questions posed by shareholders are made visible to all meeting participants during the meetings itself.</p> <p>The forthcoming AGM that will be conducted virtually will provide an opportunity for shareholders to participate remotely at the AGM and pose relevant questions to the Board via real time submission of typed texts.</p>
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

**Intended Outcome**

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

**Practice 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>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: The minutes of the AGM and the Key Matter Discussed will be published in the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a> not later than 30 days after the meeting.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  



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

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

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