

CORPORATE GOVERNANCE REPORT

STOCK CODE : 4758
COMPANY NAME : ANCOM NYLEX BERHAD
FINANCIAL YEAR : May 31, 2026

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES 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.

Application	:	Applied
Explanation on application of the practice	:	The Board of Directors ("Board") of Ancom Nylex Berhad ("ANB" or "Company") provides strategic leadership and direction to ANB and its subsidiaries (collectively, "Group") and is collectively responsible for promoting its long-term success, sustainability and organisational resilience. As the principal governing body of the Company, the Board oversees the Group's strategic direction, financial performance, enterprise risk management, sustainability priorities, succession planning and organisational capability, while ensuring that Management implements the strategies and business plans approved by the Board in a manner consistent with the Group's long-term objectives and the interests of shareholders and other stakeholders. To support the effective discharge of its oversight responsibilities, the Board has delegated specific functions to the following board committees: 1. Audit Committee ("AC"); 2. Risk Management & Sustainability Committee ("RMSC"); and 3. Remuneration & Nomination Committee ("RNC"). (collectively, "Board Committees" and individually, "Board Committee") Each Board Committee operates within clearly defined Terms of Reference, which are approved by the Board and reviewed periodically to ensure continued relevance and effectiveness. The respective Board Committee Chairs report to the Board on the deliberations, key matters considered, and recommendations arising from their meetings, enabling the Board to make informed decisions while retaining overall responsibility for matters delegated to the Board Committees. The Board is guided by a Board Charter, which sets out its roles, responsibilities, authority, composition and governance practices in accordance with the Main Market Listing Requirements of Bursa

	Malaysia Securities Berhad (“Bursa Securities”) and the Malaysian Code on Corporate Governance (“MCCG”). The Board Charter provides a clear framework for the Board's discharge of its fiduciary and leadership responsibilities. Among others, it outlines the Board's responsibilities in providing effective leadership and stewardship of the Group by setting its strategic direction and overseeing the achievement of its long-term objectives. Its key responsibilities include approving major policies, investments and corporate initiatives, monitoring business and financial performance, overseeing sustainability governance and strategy, and ensuring effective succession planning for the Board and senior management. The Board also oversees the Group's risk management and internal control framework, including the management of business, operational, financial, compliance, Environmental, Social and Governance (ESG), and bribery and corruption risks. In addition, the Board ensures the integrity of the Group's financial and non-financial reporting, promotes effective stakeholder engagement and fosters a strong culture of ethical conduct and good corporate governance to support the Group's long-term sustainable growth. The Board Charter is accessible on the Company’s website at www.ancomnylex.com.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	:	Applied
Explanation on application of the practice	:	The Chairman of the Board is Datuk Anuar Bin Ahmad, an Independent Non-Executive Chairman. The Independent Non-Executive Chairman leads the Board and is responsible for promoting its overall effectiveness. He provides leadership in setting the Board's agenda, facilitating constructive and balanced deliberations, encouraging active participation by all Directors and fostering an environment in which independent judgement and objective challenge are valued. The Chairman also promotes high standards of corporate governance and ensures that the Board discharges its responsibilities effectively and in the best interests of the Company. The key responsibilities of the Chairman include: 1. Providing leadership to the Board and ensuring its effective functioning in discharging its roles and responsibilities. 2. Setting the Board agenda and ensuring that Directors receive timely, complete and accurate information to facilitate informed decision-making. 3. Chairing Board meetings and fostering constructive discussions, while encouraging active participation and the expression of diverse views. 4. Managing the interface between the Board and Management to promote effective governance and accountability. 5. Promoting effective communication and engagement with stakeholders and ensuring that their views are appropriately communicated to the Board. 6. Leading the Board in promoting and upholding high standards of corporate governance, ethical conduct and integrity throughout the Group.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.3

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

Application	:	Applied
Explanation on application of the practice	:	The positions of Chairman, Executive Vice Chairman ("EVC") and Managing Director/Group Chief Executive Officer ("MD/GCEO") are held by different individuals, with their respective roles and responsibilities clearly defined in the Board Charter. This clear separation of roles promotes accountability, enhances effective decision-making and ensures an appropriate balance of power and authority within the Group. During the financial year ended 31 May 2026 ("FY2026"), Datuk Anuar Bin Ahmad continued to serve as the Independent Non-Executive Chairman, Dato' Siew Ka Wei as the EVC, and Datuk Lee Cheun Wei as the MD/GCEO. The Independent Non-Executive Chairman provides leadership to the Board, ensuring its effectiveness and promoting high standards of corporate governance. The EVC supports the Board in strategic oversight and governance matters while providing executive leadership to the Group. The MD/GCEO, assisting the EVC, is responsible for the day-to-day management of the Group's operations and the implementation of the strategies and policies approved by the Board. The separation of these roles reinforces a sound governance framework by maintaining an effective system of checks and balances, preventing the concentration of authority in any one individual and supporting independent oversight of Management in the best interests of the Company and its shareholders.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>		
Application	:	Applied
Explanation on application of the practice	:	The Independent Non-Executive Chairman, Datuk Anuar Bin Ahmad, does not serve as a member of any of the Board Committees. This clear separation of roles reinforces the independence and objectivity of the Board Committees, enabling them to discharge their responsibilities without undue influence or potential conflicts of interest. It also allows the Board Committees to exercise independent judgement in overseeing key areas, including financial reporting, risk management, internal controls, Board appointments, succession planning and remuneration matters. The governance structure strengthens the Board's overall effectiveness by promoting robust oversight, accountability, transparency and sound corporate governance practices across the Group.
Explanation for departure	:	
	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	
	:	

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	The Board is supported by three qualified and experienced Company Secretaries, comprising one in-house Company Secretary and two Company Secretaries from an external corporate secretarial firm. All Company Secretaries are qualified to act under Section 235(2) of the Companies Act 2016 and collectively possess more than 20 years of experience in corporate secretarial practice and Board governance. The Company Secretaries play an integral role in supporting the Board by providing advice on corporate governance matters and ensuring compliance with the Companies Act 2016, the Main Market Listing Requirements of Bursa Securities, the MCCG and other applicable laws and regulatory requirements. Their key responsibilities include advising the Board on governance and regulatory developments, facilitating the effective functioning of the Board and Board Committees, coordinating Board, Board Committee and shareholders' meetings, ensuring the timely dissemination of meeting papers and accurate recording of proceedings, maintaining the Company's statutory records and facilitating effective communication between the Board, Management and stakeholders. The Company Secretaries also support Directors by keeping them informed of relevant legislative, regulatory and governance developments, enabling the Board to discharge its duties effectively within a framework of accountability, transparency and good corporate governance. Throughout FY2026, the Company Secretaries continued to support the Board in the effective discharge of its responsibilities and in upholding high standards of corporate governance across the Group.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.6

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	:	Applied
Explanation on application of the practice	:	In consultation with the Chairman of the Board and the respective Board Committee Chairmen, the Company Secretaries coordinate the planning of Board and Board Committee meetings, including the preparation of meeting agendas and the compilation of relevant meeting papers. The notices of the Board and Board Committee meetings are prepared and circulated to all members of the Board and Board Committee seven (7) days ahead of the scheduled meetings. To facilitate informed deliberations and effective decision-making, comprehensive Board and Board Committee papers are circulated to Directors within reasonable period prior to the respective meetings. In exceptional circumstances where meeting papers cannot be circulated within the prescribed timeframe due to urgency or time constraints, the relevant papers are tabled at the meetings. Directors are given sufficient time to review the meeting materials and are encouraged to seek further explanations and clarifications from Management before deliberating and making decisions. The Company Secretaries ensure that the proceedings and deliberations of the Board and Board Committees are accurately recorded. The minutes capture the key deliberations, decisions made, instances where Directors abstained from deliberation or voting due to conflicts of interest, where applicable, as well as any dissenting views expressed during the meetings. To promote effective communication and transparency, draft minutes are prepared and circulated to the Directors in a timely manner after each meeting for their review and comments. The minutes are subsequently tabled for confirmation at the next meeting. Decisions and action items arising from the meetings are communicated promptly to Management for implementation, while the status of matters arising is monitored and reported to the Board and the respective Board Committees to ensure timely follow-up and effective execution of agreed actions.
Explanation for departure	:	

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

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board has adopted a Board Charter, which serves as a key governance document by setting out the roles, responsibilities, authority and matters reserved for the Board, the Board Committees and individual Directors. The Board Charter includes a formal schedule of matters reserved for the Board's deliberation and approval, which include, among others: i. Strategic issues and planning, including sustainability; ii. Budget and performance reviews; iii. Quarterly financial results and audited financial statements; iv. Dividend policy or declaration of dividends; v. Material capital expenditures; vi. Material borrowings; vii. Strategic investments, mergers and acquisitions and corporate exercises; viii. Treasury policies; ix. Authority matrix; x. Key human resources issues; xi. Material acquisitions and disposals of undertakings and properties; and xii. Conflict of interest issues relating to a substantial shareholder or a Director including approving material related party transactions. The Board Charter is reviewed periodically to ensure that it remains relevant and aligned with the Group's business needs, prevailing regulatory requirements and evolving corporate governance best practices. The Board Charter is accessible on the Company's website at www.ancomnylex.com.
Explanation for departure	:	

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

Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board is committed to fostering a culture of integrity, ethical conduct, transparency and accountability throughout the Group. To reinforce these values, the Board has adopted a Code of Conduct and Ethics ("Code"), which sets out the expected standards of behaviour and ethical principles to guide Directors and employees in the discharge of their duties. The Code serves as a framework for promoting good corporate governance and responsible business practices. It requires Directors and employees to act with honesty, professionalism and integrity, comply with applicable laws and regulations, manage conflicts of interest appropriately, and uphold the highest standards of ethical conduct in all business dealings. The Code also reinforces the Group's commitment to preventing bribery and corruption, insider trading, money laundering and other improper practices, while supporting responsible and sustainable business conduct. The Code is reviewed periodically to ensure that it remains relevant and aligned with applicable regulatory requirements and evolving corporate governance best practices. The Code is accessible on the Company's website at www.ancomnylex.com.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	The Board is committed to maintaining the highest standards of integrity, accountability and ethical business conduct across the Group. To support this commitment, the Company has established a Whistle-Blowing Policy, which provides a secure and confidential channel for Directors, Management, employees and external stakeholders, including customers, suppliers, contractors, consultants and other business partners, to report genuine concerns regarding suspected misconduct or improper conduct involving the Group. The Whistle-Blowing Policy is intended to encourage the timely reporting of suspected fraud, bribery and corruption, misconduct, unethical behaviour, breaches of laws or regulations and other improper practices. The Policy also provides appropriate safeguards to protect whistle-blowers who make reports in good faith from any form of retaliation or detrimental action, thereby promoting a culture of transparency, accountability and ethical conduct throughout the Group. The Board reviews the effectiveness of the Whistle-Blowing Policy periodically to ensure that it remains relevant and aligned with applicable laws, regulatory requirements and corporate governance best practices. The Whistle-Blowing Policy is accessible on the Company's website at www.ancomnylex.com.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board has overall responsibility for overseeing the Group's sustainability governance and ensuring that sustainability considerations are integrated into the Group's strategy, business operations and risk management framework. In fulfilling this responsibility, the Board oversees the identification, assessment and management of material economic, environmental, social and governance (ESG) risks and opportunities to support the Group's long-term value creation and sustainable growth. To facilitate the effective implementation of the Group's sustainability agenda, the Board has delegated the day-to-day oversight and execution of sustainability initiatives to the EVC and the MD/GCEO. Working closely with the Senior Manager, ESG, who lead the Group ESG initiatives and implementation of the Group's sustainability framework, they drive the execution of sustainability strategies and action plans, and monitor the Group's sustainability performance. The ESG Senior Manager reports regularly to the RMSC on material sustainability matters, who then report to the Board enabling the Board to provide strategic oversight and direction while ensuring that sustainability remains embedded in the Group's decision-making processes and business operations.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 4.2

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

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance of maintaining effective engagement with the Group's key stakeholders and considers their interests as part of its decision-making process to support the Group's long-term sustainable success through continuous dialogue and transparent reporting, the Board ensures that the Group's sustainability strategies, priorities, targets, and progress against these targets are clearly communicated to internal and external stakeholders. The Group engages regularly with a broad range of stakeholders, including shareholders and investors, employees, customers, suppliers, bankers and financial institutions, government and regulatory authorities, local communities, media and non-governmental organisations (NGOs). These engagements enable the Group to better understand stakeholders' expectations, identify material sustainability matters, manage emerging risks and opportunities and enhance the Group's long-term value creation. Stakeholder engagement is undertaken through various formal and informal channels, including Board and Board Committee meetings, the Annual General Meeting, analyst and investor briefings, Bursa Securities announcements, meetings with customers, suppliers and regulators, employee engagement programmes, community and corporate social responsibility (CSR) initiatives, media engagements, and the Company's website. Feedback obtained through these engagements is communicated to the Board and Management, where relevant, and is taken into consideration in the formulation of the Group's strategies, sustainability priorities, risk management initiatives and business decisions. The Board remains committed to promoting open, transparent and constructive engagement with stakeholders to strengthen trust, reinforce accountability and support the Group's commitment to sustainable and responsible business practices.
Explanation for departure	:	

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

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

Application	:	Applied	
Explanation on application of the practice	:	The Board is committed to ensuring that it remains well-informed of emerging sustainability developments, including evolving ESG trends, regulatory requirements and climate-related risks and opportunities that may have a material impact on the Group's business and long-term sustainability. To strengthen the Group's sustainability capabilities, the Company has a dedicated ESG Senior Manager who is responsible for driving the Group's sustainability agenda and providing regular updates and training to the Board and senior management on ESG developments, regulatory expectations and emerging sustainability issues. This enables the Board to strengthen its oversight of sustainability matters and make informed decisions in support of the Group's sustainability objectives. In addition, the Board and senior management actively participate in sustainability-related seminars, forums and training programmes, while keeping abreast of relevant industry developments and regulatory updates. These initiatives enable the Board to continuously strengthen its knowledge and competencies in sustainability matters, ensuring that sustainability considerations remain integrated into the Group's strategy, governance and decision-making processes.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.4

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

Application	:	Applied
Explanation on application of the practice	:	During the financial year, the Board conducted its annual Board evaluation internally, which included an assessment of its effectiveness in overseeing the Group's sustainability-related risks and opportunities. The evaluation considered the Board's effectiveness in providing strategic oversight and governance of material sustainability matters, ensuring that sustainability considerations remain integrated into the Group's strategy, risk management framework and long-term value creation objectives. The performance evaluation of senior management also incorporated sustainability-related considerations, including the management of material ESG risks and opportunities and the implementation of the Group's sustainability initiatives. This reinforces accountability for sustainability performance and ensures that ESG considerations are integrated into the Group's business strategy and day-to-day operations. The outcomes of the evaluation provide valuable insights to the Board in strengthening its sustainability oversight, enhancing governance practices and supporting the continuous improvement of the Group's sustainability performance. This forms part of the Group's ongoing commitment to embedding sustainability into its corporate governance framework and ensuring accountability at both the Board and Management levels.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.5- Step Up

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

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.

Application	:	Adopted
Explanation on adoption of the practice	:	The Company has in place a dedicated ESG Senior Manager who is responsible for overseeing the strategic management of material sustainability matters across the Group. This includes driving the development, implementation and continuous monitoring of the Group's sustainability priorities, initiatives and performance. Throughout FY2026, the ESG Senior Manager provided regular quarterly updates to the MD/GCEO, the RMSC and the Board on the Group's sustainability performance, progress against key sustainability priorities, and the implementation of ESG initiatives. Sustainability-related risks and opportunities were also monitored and integrated into the Group's enterprise risk management framework through the Risk Management & Sustainability Working Group. This governance structure reinforces accountability and ensures that sustainability considerations remain embedded in the Group's strategic planning, risk management and operational decision-making processes. The Board remains committed to strengthening the Group's sustainability governance by maintaining dedicated management oversight of ESG matters, thereby enhancing the Group's resilience and its ability to effectively manage sustainability-related risks and opportunities in support of long-term value creation.

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board is committed to maintaining an appropriate balance of skills, experience, diversity and independence to ensure its continued effectiveness in providing strategic leadership and oversight. The RNC undertakes an annual review of the Board's size, composition and effectiveness to ensure that the Board continues to possess the appropriate mix of competencies, experience and diversity required to meet the Group's current and future needs. As part of its annual review, the RNC also considers the tenure of Independent Non-Executive Directors to ensure continued compliance with the MCCG and to facilitate orderly Board renewal and succession planning. The review takes into account the need to balance continuity of experience with the introduction of fresh perspectives, while ensuring that the Board maintains an appropriate level of independence. The RNC also conducts a comprehensive assessment of each Director who is due for re-election, taking into consideration the Director's performance, contribution, effectiveness, independence (where applicable), time commitment and attendance at Board and Board Committee meetings. The RNC further considers the outcome of the annual Board evaluation and the Director's continued compliance with the Directors' Fit and Proper Policy, whether there exist any conflict-of-interest situation involving the Directors and if there is, the mitigation measures in place to address the situation before making its recommendation to the Board. Based on the RNC's recommendation, the Board is satisfied that each Director standing for re-election continues to demonstrate the requisite character, integrity, competence, experience and commitment to effectively discharge his or her responsibilities and contribute meaningfully to the long-term success of the Group.
Explanation for departure	:	

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

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.2

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

Application	:	Applied												
Explanation on application of the practice	:	As at FY2026, the Board comprises ten (10) members, with a majority of Independent Non-Executive Directors, reflecting the Company's commitment to strong corporate governance and effective Board oversight. The composition of the Board is as follows:												
		<table><tr><th>Designation</th><th>Name</th></tr><tr><td>Independent Non-Executive Chairman</td><td>1. Datuk Anuar Bin Ahmad</td></tr><tr><td>EVC</td><td>1. Dato’ Siew Ka Wei</td></tr><tr><td>MD/GCEO</td><td>1. Datuk Lee Cheun Wei</td></tr><tr><td>Non-Independent Non-Executive Directors</td><td>1. Stephan Schnabel 2. Kew Hui Chin</td></tr><tr><td>Independent Non-Executive Directors</td><td>1. Maliki Kamal Bin Mohd Yasin 2. Tan Sri Dato’ Sri Mohamad Fuzi Bin Harun 3. Christina Foo 4. Dato’ Seri Dr Awang Adek Bin Hussin 5. Datuk Seri Kamaludin Bin Md Said</td></tr></table>	Designation	Name	Independent Non-Executive Chairman	1. Datuk Anuar Bin Ahmad	EVC	1. Dato’ Siew Ka Wei	MD/GCEO	1. Datuk Lee Cheun Wei	Non-Independent Non-Executive Directors	1. Stephan Schnabel 2. Kew Hui Chin	Independent Non-Executive Directors	1. Maliki Kamal Bin Mohd Yasin 2. Tan Sri Dato’ Sri Mohamad Fuzi Bin Harun 3. Christina Foo 4. Dato’ Seri Dr Awang Adek Bin Hussin 5. Datuk Seri Kamaludin Bin Md Said
	Designation	Name												
	Independent Non-Executive Chairman	1. Datuk Anuar Bin Ahmad												
	EVC	1. Dato’ Siew Ka Wei												
MD/GCEO	1. Datuk Lee Cheun Wei													
Non-Independent Non-Executive Directors	1. Stephan Schnabel 2. Kew Hui Chin													
Independent Non-Executive Directors	1. Maliki Kamal Bin Mohd Yasin 2. Tan Sri Dato’ Sri Mohamad Fuzi Bin Harun 3. Christina Foo 4. Dato’ Seri Dr Awang Adek Bin Hussin 5. Datuk Seri Kamaludin Bin Md Said													
		The substantial presence of Independent Non-Executive Directors enhances the Board's effectiveness by providing robust oversight and maintaining an appropriate system of checks and balances. As they are independent of management and have no material business or other relationships with the Company, they are able to exercise objective and impartial judgment in the discharge of their fiduciary duties. Their independence supports balanced decision-making, ensuring that the interests of the Company and its stakeholders remain paramount while contributing diverse perspectives and insights to the Board's deliberations.												
Explanation for departure	:													
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.														
Measure	:													

Timeframe	:		
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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 5.3

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

Application	:	Applied	
Explanation on application of the practice	:	In line with the MCCG and the Board Charter, the tenure of an Independent Non-Executive Director (“INED”) should not exceed a cumulative term of nine (9) years. If the Board intends to retain an INED beyond nine (9) years in the same capacity, it shall provide justification and seek annual shareholders’ approval through a two-tier voting process.	
		In accordance with the Board Charter, an INED shall not serve for a cumulative period exceeding twelve (12) years. Upon completion of nine (9) years, where shareholders' approval through a two-tier voting process is not obtained for the INED to continue serving in the same capacity, the INED may continue to serve on the Board as a Non-Independent Non-Executive Director.	
		As at FY2026, none of the INEDs has completed nine (9) years of service since their respective appointment.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 5.5

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

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

Application	:	Applied
Explanation on application of the practice	:	The Board's nomination and appointment process is overseen by the RNC, which undertakes a comprehensive and rigorous assessment of all prospective Directors. Candidates are evaluated objectively against a range of criteria, including their skills, knowledge, competencies, experience, character, professionalism, integrity, independence, and ability to devote sufficient time to discharge their responsibilities effectively. The Board's appointments are guided by the principle of meritocracy, ensuring that the most suitable candidates are selected based on the Company's needs and long-term strategic objectives. While the Board has not adopted specific numerical targets for diversity in terms of age, gender or cultural background, diversity remains an important consideration in the nomination process. The Board recognises that a diverse composition enhances the quality of deliberations and decision-making by bringing together a broad range of perspectives, skills and experiences. Accordingly, the RNC takes diversity considerations into account when identifying and recommending suitable candidates to ensure the Board remains balanced, effective and capable of discharging its responsibilities. The current Board comprises individuals with extensive expertise across various disciplines, including finance, banking, law, public administration, corporate management and strategic leadership. Collectively, the Directors possess the knowledge and experience necessary to provide effective stewardship and oversight of the Group's operations in an increasingly complex business environment. The Independent Non-Executive Directors, in particular, complement the Executive Directors by contributing objective judgement, independent perspectives and specialised expertise to the Board's deliberations. In assessing the suitability of potential Directors, the Board also considers the candidate's reputation, character and conduct. The Company does not appoint individuals whose appointments may give rise to concerns regarding the Company's governance or integrity, including active politicians holding political office or key positions within

	political parties. In addition, due consideration is given to each Director's existing commitments, including directorships in listed and non-listed companies, to ensure that they are able to dedicate sufficient time and attention to the affairs of the Company. The appointment, performance evaluation and succession planning of senior management are the responsibility of the EVC and the MD/GCEO, with oversight by the Board to ensure that the Company's leadership and governance framework remain aligned with its strategic objectives and long-term business sustainability.			
Explanation for departure	:			
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>				
Measure	:			
Timeframe	:	<table border="1"> <tr> <td></td><td></td></tr> </table>		

Intended Outcome

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

Practice 5.6

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

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

Application	:	Applied
Explanation on application of the practice	:	The RNC is responsible for identifying and evaluating potential candidates for appointment to the Board. In carrying out this responsibility, the RNC adopts a broad and objective approach, taking into consideration candidates identified through various appropriate channels, including recommendations from existing Directors, management, major shareholders and other professional networks, where appropriate. During FY2026, the Company appointed Datuk Seri Kamaludin Bin Md Said as an Independent Non-Executive Director to fill a vacancy on the Board. He brings extensive experience in legal and regulatory matters, judicial administration, corporate governance, litigation and dispute resolution, public sector administration, and risk oversight, further strengthening the Board's overall composition and diversity of expertise. The RNC ensured that the appointment process involved a comprehensive assessment of the candidate's qualifications, experience, independence, integrity, and ability to contribute effectively to the Board, taking into account the Company's strategic priorities and the desired balance of skills and competencies. Appropriate due diligence was also conducted before the recommendation was submitted to the Board for approval. The Board recognises the importance of maintaining a diverse and well-balanced composition and remains committed to identifying suitably qualified candidates through a broad range of appropriate channels. The RNC will continue to review and enhance its nomination process to ensure the Board comprises individuals with the requisite experience, expertise and diversity to support the Company's long-term success.
Explanation for departure	:	

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

Intended Outcome

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	:	Prior to recommending a Director for re-election at the forthcoming Annual General Meeting ("AGM"), the Board, upon the recommendation of the RNC, undertakes a comprehensive assessment of the Director's performance, contribution and effectiveness. The assessment also considers the Director's independence (where applicable), time commitment, attendance at Board and Board Committee meetings, the conflict-of-interest situation as well and the Directors' Fit and Proper assessment. In recommending the Directors standing for re-election, the Board is satisfied that they continue to demonstrate the requisite character, integrity, competence, experience and commitment to effectively discharge their responsibilities and contribute meaningfully to the long-term success of the Group. To enable shareholders to make informed decisions, the profiles of the Directors seeking re-election, together with relevant information supporting their re-election, are set out in the Annual Report and the Explanatory Notes accompanying the Notice of the AGM. For Independent Non-Executive Directors, the Board has also considered their independence and is satisfied that they continue to exercise objective and independent judgement in the best interests of the Company. The Board believes that the Directors standing for re-election will continue to provide effective stewardship and contribute positively to the long-term success and sustainable growth of the Group.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.8

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

Application	:	Applied	
Explanation on application of the practice	:	The RNC is chaired by Dato' Seri Dr Awang Adek Bin Hussin, an Independent Non-Executive Director, who was appointed as Chairman of the RNC on 31 December 2025. His independent leadership reinforces the objectivity and effectiveness of the RNC in discharging its responsibilities relating to Board appointments, Board evaluations, succession planning and Directors' remuneration. It also ensures that recommendations on nomination and remuneration matters are made objectively, fairly and in the best interests of the Company.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The Board currently comprises ten (10) Directors, of whom two (2) are female, representing 20% of the Board's composition. While the Company has not achieved the target of at least 30% women Directors as recommended under the MCCG, the Board recognises that diversity, including gender diversity, enhances Board effectiveness by bringing broader perspectives, skills and experience to its deliberations and decision-making. In line with the Group's Board Diversity Policy, the Board adopts a merit-based approach to the selection and appointment of Directors, taking into consideration the skills, experience, competencies, independence, diversity and overall Board composition required to support the Group's strategic objectives and governance needs. The RNC reviews the Board's composition annually as part of the Board renewal and succession planning process and will continue to identify and consider suitably qualified female candidates whenever opportunities arise. The Board remains committed to progressively improving female representation while ensuring that all appointments are made in the best interests of the Company and based on merit.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.10

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

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges the recommendation under the MCCG to establish a formal policy on boardroom diversity, including gender diversity. The Group has adopted a Diversity Policy, which promotes merit-based appointments and emphasises impartiality in the selection of Directors without discrimination based on age, gender, ethnicity or religion. As at FY2026, two (2) Directors representing 20% of the Board, are female. While the Board promotes gender diversity to support the continued advancement of women into senior leadership positions, the selection of candidates for Board and senior management positions is based on merit, taking into consideration the individual's skills, knowledge, experience and competencies, as well as the Group's strategic and operational requirements. The Company's Diversity Policy is available on the Company's website at www.ancomnylex.com.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	The RNC is responsible for conducting an annual evaluation of the effectiveness of the Board, Board Committees and individual Directors. The evaluation process is led by the Chairman of the RNC and coordinated by the Company Secretaries through the administration of structured evaluation questionnaires. During FY2026, the RNC enhanced the Board evaluation process through the introduction of a Directors' Expertise Matrix which provides a structured assessment of the Board's collective skills, experience and competencies, and supports the identification of gaps for targeted development, succession planning and future Board appointments. The evaluation covered various aspects of the Board's effectiveness, including its composition and structure, boardroom processes and practices, the discharge of the Board's roles and responsibilities, the effectiveness of the Chairman's leadership, oversight of sustainability matters and the performance of the Board Committees. The individual Directors' evaluation included an assessment of their fitness and propriety, independence and objectivity (where applicable), avoidance of conflicts-of-interest, competencies, knowledge and experience, personal qualities, contribution to Board deliberations, and commitment, including attendance and participation at Board and Board Committee meetings. Based on the outcome of the evaluation, the RNC and the Board were satisfied that the Board and its Board Committees continued to operate effectively and that the Directors collectively possess the appropriate mix of skills, knowledge, experience and diversity required to discharge their responsibilities effectively and support the Group's strategic objectives.

	The Board was also satisfied that the Chairman continued to provide effective leadership and foster an open and constructive boardroom environment, while the Directors had devoted sufficient time and commitment to fulfil their fiduciary duties throughout the financial year. The results of the annual evaluation formed the basis of the RNC's recommendations to the Board on matters relating to the re-election of Directors, the composition of the Board and Board Committees, and succession planning, where appropriate.			
Explanation for departure	:			
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>				
Measure	:			
Timeframe	:	<table border="1"> <tr> <td></td><td></td></tr> </table>		

Intended Outcome

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

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

Practice 7.1

The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The RNC is responsible for reviewing and recommending the remuneration of Non-Executive Directors, including Directors' fees and benefits, in accordance with the Remuneration Policy ("Policy"). The Policy sets out the principles and guidelines for determining the remuneration framework for both Non-Executive Directors and Executive Directors, including the EVC and the MD/GCEO. The Remuneration Policy is reviewed periodically to ensure that it remains relevant, competitive and aligned with the Group's strategic objectives, market practices and regulatory expectations. The Policy is available on the Company's website at www.ancomnylex.com. In reviewing the remuneration of the Non-Executive Directors, the RNC takes into consideration, among others, the scope of responsibilities, experience, time commitment, prevailing market practices and the findings of the Directors' remuneration benchmarking exercise previously conducted by KPMG Management & Risk Consulting Sdn. Bhd in FY 2025. The RNC is satisfied that the remuneration structure remains competitive, fair and commensurate with the responsibilities and contributions by the Directors, while also reflecting prevailing market rates and industry practices of peers companies listed on the Main Market of Bursa Securities. The remuneration package of the Executive Directors, namely the EVC and the MD/GCEO, comprises salary, performance-related bonus, benefits-in-kind and other benefits approved by the Board. The Executive Directors do not receive Directors' fees. This remuneration structure is designed to align executive remuneration with the Group's strategic objectives, business performance and long-term value creation.

	The RNC continues to review the Group's remuneration framework to ensure that it remains appropriate, supports the attraction and retention of high-calibre leadership, and promotes sustainable long-term performance while aligning the interests of Management with those of shareholders.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 7.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The Board has established a RNC to assist in overseeing the Company's remuneration framework and policies. The RNC is responsible for reviewing and recommending remuneration matters relating to the Board, with the objective of ensuring that the remuneration framework remains fair, competitive and aligned with the Group's long-term strategic objectives. The RNC operates in accordance with its Terms of Reference ("TOR"), which clearly set out its roles, responsibilities and authority in line with the Main Market Listing Requirements of Bursa Securities and the MCCG. Among its key responsibilities are reviewing the remuneration framework, assessing the remuneration packages of the Directors, and considering relevant market benchmarks to ensure that remuneration remains appropriate and commensurate with the responsibilities and performance of the respective individuals. The TOR is reviewed periodically to ensure that it remains relevant and aligned with the Group's governance framework, regulatory requirements and evolving best practices. The RNC's TOR is available on the Company's website at www.ancomnylex.com.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	In line with the principles of transparency and good corporate governance, the remuneration of each individual Director is disclosed on a named basis to provide shareholders and other stakeholders with a clear understanding of the remuneration paid to the Board. Details of the remuneration received by each Director from the Company and its subsidiary companies for FY2026 are set out in the table below.

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	-	-	276.1	-	42.6	-	318.7	-	-	993.8	4,400.0	95.2	-	5,489.0
2	Datuk Lee Cheun Wei	Executive Director	-	-	-	-	-	-	-	-	-	498.7	1,346.2	13.3	960.0	2,818.2
3	Datuk Anuar Bin Ahmad	Independent Director	100.0	2.5	-	-	-	-	102.5	100.0	2.5	-	-	7.0	-	109.5
4	Datuk Dr. Abd. Hapiz Bin Abdullah	Independent Director	40.4	1.5	-	-	-	-	41.9	40.4	1.5	-	-	-	48.6	90.5
5	Maliki Kamal Bin Mohd Yasin	Independent Director	125.0	6.0	-	-	-	-	131.0	125.0	6.0	-	-	-	-	131.0
6	Tan Sri Dato' Sri Mohamad Fuzi Bin Harun	Independent Director	108.3	5.0	-	-	-	-	113.3	108.3	5.0	-	-	-	-	113.3
7	Christina Foo	Independent Director	135.0	6.0	-	-	-	-	141.0	135.0	6.0	-	-	-	-	141.0
8	Stephan Schnabel	Non-Executive Non-Independent Director	70.0	1.0	-	-	-	-	71.0	70.0	1.0	-	-	-	-	71.0
9	Kew Hui Chin	Non-Executive Non-Independent Director	90.0	3.0	-	-	-	-	93.0	90.0	3.0	-	-	-	-	93.0
10	Dato' Seri Dr. Awang Adek Bin Hussin	Independent Director	80.4	2.5	-	-	-	-	82.9	80.4	2.5	-	-	-	-	82.9
11	Datuk Seri Kamaludin Bin Md Said	Independent Director	17.5	0.5	-	-	-	-	18.0	17.5	0.5	-	-	-	-	18.0

Intended Outcome

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

Practice 8.2

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The Board has determined that the remuneration of the top five senior management personnel on a named basis will not be disclosed in the Annual Report. The Board believes that such disclosure may not add significant value or enhance stakeholders' understanding of the Company's corporate governance practices In arriving at this position, the Board has considered the potential implications of detailed individual disclosures, including the risk of creating undue external competition for key personnel within a highly competitive talent market, as well as possible internal sensitivities. The Board is of the view that maintaining appropriate confidentiality over individual remuneration supports the Group's ability to retain and motivate high-performing senior management, which is critical to the Group's long-term success. Nevertheless, the Board remains committed to upholding strong corporate governance standards and ensuring that remuneration practices continue to be fair, competitive and aligned with the Group's strategic objectives and long-term value creation.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	Christina Foo serves as the Chair of the AC. She is an Independent Non-Executive Director and a Chartered Accountant with the relevant financial expertise and experience to provide effective oversight of the Group's financial reporting processes, internal controls and risk management framework. As she is not the Chairman of the Board, this separation of roles reinforces the independence and objectivity of the AC. It also ensures that the AC is able to discharge its oversight responsibilities effectively and communicate its findings and recommendations to the Board without undue influence or conflict of interest.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	The TOR of the AC include a provision requiring any former partner of the Company's external audit firm to observe a cooling-off period of at least three years prior to being eligible for appointment as a member of the AC. As at the reporting date, none of the AC members is a former key audit partner of the Company's external audit firm, thereby ensuring compliance with the relevant independence requirements and safeguarding the objectivity of the AC's oversight function.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	The AC has been delegated by the Board to assess the suitability, objectivity and independence of the External Auditors in accordance with the External Auditors Assessment Policy, prior to making recommendations to the Board on their reappointment. This policy is designed to safeguard the quality and reliability of the Group's audited financial statements. In carrying out its annual assessment, the AC considers the following key areas: • Competence: The AC only considers External Auditors who have not been subject to disciplinary actions for non-compliance with relevant ethical and financial reporting standards within the past five (5) years. It also evaluates the adequacy of resources allocated to the Group, including the qualifications and experience of the engagement partner and audit team. • Audit quality: The AC obtains feedback from Management on the professional working relationship with the External Auditors, including the quality of audit delivery, adherence to the approved audit plan, thoroughness of audit procedures, and the effectiveness and efficiency of the engagement team. • Independence: The AC assesses any relationships between the External Auditors and the Directors, senior management or major shareholders that may give rise to conflicts of interest. It also considers the level of audit fees to ensure they are not of a nature that may impair independence. The External Auditors have provided the AC with a written confirmation of their compliance with applicable ethical and independence requirements. Where non-audit services are engaged, these are subject to safeguards to ensure that the External Auditors do not assume management responsibilities, do not review their own work, and do not act in an advocacy role for the Group. The AC conducts this assessment annually and presents its findings and recommendations to the Board for consideration prior to submission to

	shareholders for approval on the reappointment of the External Auditors. The External Auditors Assessment Policy is reviewed periodically by the Board and is available on the Company's website at www.ancomnylex.com.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The AC comprises entirely of Independent Non-Executive Directors. The current members of the AC are as follows: 1. Christina Foo (Independent Non-Executive Director) (Chairman) 2. Tan Sri Dato' Sri Mohamad Fuzi Bin Harun (Independent Non-Executive Director) (Member) 3. Maliki Kamal Bin Mohd Yasin (Independent Non-Executive Director) (Member)

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

Application	:	Applied
Explanation on application of the practice	:	The Chair of the AC, Christina Foo, is a Chartered Accountant and a member of the Malaysian Institute of Accountants, with the relevant professional qualifications and financial expertise to lead the AC effectively. All AC members possess the necessary skills, knowledge and industry experience to discharge their duties effectively. The AC members are financially literate and collectively capable of understanding and deliberating on matters relating to financial reporting, taxation, internal controls and risk management. In addition to ongoing training programmes attended by Directors, the AC members also receive periodic updates from the External Auditors on developments in financial reporting standards and auditing practices, enabling them to remain informed of emerging issues and regulatory changes relevant to their responsibilities.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board is responsible for the establishment and maintenance of a sound and effective risk management and internal control system within the Group. In recognising the importance of managing risks that may affect business performance and sustainability, the Board continues to place strong emphasis on transparent disclosure to shareholders as a key element of good corporate governance. The RMSC assists the Board in ensuring that a robust risk management framework is in place, thereby strengthening the Group's ability to achieve its strategic objectives, particularly in relation to growth initiatives. Members of the RMSC provide independent perspectives based on their expertise, experience and industry knowledge, which contribute to the risk assessment and decision-making processes. The Board continues to review the adequacy, effectiveness and integrity of the internal control system through ongoing independent assessments carried out by the Group's outsourced internal audit function, which reports directly to the AC. The internal audit function focuses on ensuring the effectiveness and efficiency of operations, the reliability of financial and operational reporting, compliance with applicable laws and regulations, and the safeguarding of the Group's assets. The internal control system encompasses governance, risk management, financial, strategic, organisational, operational, regulatory and compliance matters. The AC evaluates the adequacy and effectiveness of internal controls based on internal audit reviews conducted throughout the financial year. Audit findings and Management's remedial actions are deliberated during AC meetings, with key updates subsequently reported to the Board by the Chair of the AC. This governance framework provides the Board with reasonable assurance that key risks are appropriately identified and managed, and that the Group's objectives are adequately safeguarded.
Explanation for departure	:	

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

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied	
Explanation on application of the practice	:	The Board discloses the key features of the Group's risk management and internal control framework, together with an assessment of its adequacy and effectiveness, in the Statement on Risk Management and Internal Control ("SORMIC"). The Board acknowledges its overall responsibility for the Group's system of risk management and internal control and remains committed to maintaining a sound framework to safeguard shareholders' interests as well as the Group's assets. However, such systems are designed to manage, rather than eliminate, risks. As such, they can only provide reasonable but not absolute assurance against material misstatement, loss or fraud. The AC plays an active role in evaluating the adequacy and effectiveness of the Group's internal control environment. This includes reviewing Management's responses and corrective actions in relation to control weaknesses or deficiencies identified by both internal and external auditors, and ensuring that such matters are addressed in a timely and effective manner. The SORMIC, which has been reviewed by the External Auditors, is disclosed in the Company's Annual Report 2026.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

Application	:	Adopted
Explanation on adoption of the practice	:	The RMSC comprises two (2) Independent Non-Executive Directors and the MD/GCEO. The majority Independent Non-Executive Directors in the membership of the RMSC ensure objective oversight of the Group's risk management framework and related policies. The RMSC is responsible for monitoring the effectiveness of the risk management framework, including ensuring that potential adverse impacts arising from foreseeable risks are appropriately identified, assessed and managed. The RMSC works closely with the Board to provide reasonable assurance that the Group's strategic objectives are pursued with a clear understanding of associated risks. The activities and outcomes of the RMSC during FY2026 are set out in the Risk Management & Sustainability Committee Report included in the Company's Annual Report 2026.

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.1

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

Application	:	Applied	
Explanation on application of the practice	:	The internal audit function remains an integral component of the Group's governance, risk management and internal control framework. Its primary role is to provide independent and objective assurance on the adequacy, effectiveness and integrity of the Group's governance, risk management and internal control processes. The internal audit function is outsourced to Crowe Governance Sdn. Bhd. ("Crowe Governance"), an independent professional firm. The AC regularly reviews the adequacy of the internal audit function, including its scope of work, resources, competency and performance. During FY2026, Crowe Governance carried out audits of selected business processes based on the approved internal audit plan. Audit findings, together with Management's responses and corrective actions, were presented to and reviewed by the AC on a quarterly basis to ensure that identified control weaknesses were addressed in a timely manner. Crowe Governance has provided written confirmation that it has maintained its independence in accordance with the relevant professional and ethical standards. The AC is satisfied that the internal audit function has the necessary independence, competency and resources to effectively support the Group's governance and internal control objectives.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2

The board should disclose—

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied
Explanation on application of the practice	:	For FY2026, the Group's internal audit function continues to be outsourced to Crowe Governance, whose personnel assigned to the Group are confirmed to be 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. Crowe Governance has confirmed that all internal audit personnel involved remain free from any relationships or conflicts of interest that could impair their objectivity and independence. All employees of the firm are required to complete an annual Independence Declaration Form. In addition, internal audit personnel involved are required to acknowledge the Employee Professional Conduct and Ethics Declaration on an assignment basis. The internal audit function is led by Amos Law, Head of Risk Consulting, whose qualifications include Certified Internal Auditor ("CIA"), Chartered Member of the Malaysia Institute of Internal Auditors ("CMIIA") and Certification in Risk Management Assurance ("CRMA"). Amos has over 25 years of professional experience that includes risk management, internal audit, IT audits, corporate governance advisory and investigation. The internal audit responsibilities were carried out in accordance with the International Professional Practices Framework issued by The Institute of Internal Auditors Malaysia.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance of timely, accurate and transparent disclosure of material information to shareholders and investors to facilitate informed investment decisions. The Company communicates with shareholders and investors through various channels, including announcements released via Bursa Securities, the Annual Report, circulars, press releases and the Company's corporate website. The Board is committed to ensuring that all shareholders and investors have equal access to material information and does not permit selective disclosure. The Company's disclosure practices are guided by the following principles: • Material information is announced promptly to Bursa Securities and subsequently made available on the Company's corporate website. • Where appropriate, confidentiality is maintained until public disclosure can be made without prejudicing the interests of the Company or its shareholders. • All disclosures are factual, accurate and non-speculative, and any material errors are corrected promptly. • The Company does not comment on market rumours or speculation unless required by Bursa Securities. Material information refers to information that may reasonably be expected to have a material effect on the price or trading activity of the Company's securities, or influence investors' investment decisions. Such information is disseminated through Bursa Securities and the Company's corporate website. General meetings remain the principal forum for dialogue between the Board, Management and shareholders, providing shareholders with the opportunity to raise questions and obtain updates on the Group's performance, strategy and future prospects. The minutes of general meetings are published on the Company's corporate website for shareholders' reference.

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

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.2

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

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

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Notice of AGM is issued to shareholders not less than 28 days prior to the AGM, providing shareholders with sufficient time to review the Annual Report and consider the resolutions to be tabled before exercising their voting rights.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	Barring unforeseen circumstances, all Directors endeavour to attend the Company’s general meetings. At the 56th Annual General Meeting of the Company held on 29 October 2025 (“56th AGM”), the Chairman of the Board, the EVC, the MD/GCEO, the Chairs of the Board Committees, the Chief Financial Officer (“CFO”) together with the senior management, were present to engage with shareholders. During the 56th AGM, shareholders were given the opportunity to raise questions on the Group’s performance, operations and the resolutions tabled. Queries raised were addressed by the Chairman, the EVC and the MD/GCEO and CFO. Where questions could not be answered during the 56th AGM, written responses were subsequently provided to the relevant shareholders via email or published on the Company’s corporate website.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate—

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	Following the joint directive issued by Bursa Securities and the Securities Commission Malaysia requiring listed issuers to conduct general meetings in either a hybrid or physical format with effect from 1 March 2025, the Company held its 56th AGM in a physical format, enabling shareholders to attend in person and engage directly with the Board and Management. Notwithstanding the departure, the Board had implemented the following measures to facilitate effective shareholder participation and informed decision-making at the 56th AGM: a) Shareholders were given at least 28 days' notice of the 56th AGM together with the Annual Report and explanatory notes for each resolution to enable them to make informed decisions. b) Shareholders who were unable to attend the 56th AGM in person were entitled to appoint proxy(ies) to attend, participate and vote on their behalf in accordance with the Company's Constitution. c) The Chairman allocated sufficient time during the 56th AGM for shareholders to raise questions and seek clarification on the Group's performance, operations and the resolutions tabled before the voting process commenced.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.4

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>		
Application	:	Applied
Explanation on application of the practice	:	The Company conducted its 56th AGM fully physically. At the 56th AGM, the Chairman ensured meaningful engagement between the Board, the EVC, the MD/GCEO and the CFO, and the shareholders. Shareholders were given ample opportunity to raise questions and seek clarification on the Group's financial and non-financial performance, business operations, future plans and the resolutions tabled at the 56th AGM. The Chairman allocated sufficient time for the question-and-answer session, with the Chairman, EVC, MD/GCEO, the CFO and the relevant Chairs of the Board Committees responding to shareholders' queries where appropriate. Where responses could not be provided immediately, written replies were subsequently furnished to the relevant shareholders via email or published on the Company's corporate website at www.ancomnylex.com after the meeting.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.5

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

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.

provide brief reasons on the choice of the meeting platform.		
Application	:	Not applicable – only physical general meetings were conducted in the financial year
Explanation on application of the practice	:	
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>		
Application	:	Applied
Explanation on application of the practice	:	The minutes of the 56 th AGM held on 29 October 2025 were published on the Company's corporate website within 30 business days of its conclusion.
Explanation for departure	:	
	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	
	:	

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

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

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