



ANCOM NYLEX BERHAD

[Registration No. 196901000122 (8440-M)]
Incorporated in Malaysia



Together

We Can Make A
Difference

ANNUAL REPORT **2026**

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Go online to our website at:
www.ancomnylex.com

Corporate Information

BOARD OF DIRECTORS

- | | | |
|---|---|---|
| 1 DATUK ANUAR BIN AHMAD
(Independent Non-Executive Chairman) | 2 DATO' SIEW KA WEI
(Executive Vice Chairman) | 3 DATUK LEE CHEUN WEI
(Managing Director/
Group Chief Executive Officer) |
| 4 MALIKI KAMAL BIN MOHD YASIN
(Independent Non-Executive Director) | 5 TAN SRI DATO' SRI MOHAMAD FUZI BIN HARUN
(Independent Non-Executive Director) | 6 CHRISTINA FOO
(Independent Non-Executive Director) |
| 7 STEPHAN SCHNABEL
(Non-Independent Non-Executive Director) | 8 KEW HUI CHIN
(Non-Independent Non-Executive Director) | 9 DATO' SERI DR. AWANG ADEK BIN HUSSIN
(Independent Non-Executive Director) |
| 10 DATUK SERI KAMALUDIN BIN MD SAID
(Independent Non-Executive Director)
(Appointed on 2 March 2026) | 11 SIEW KA KHEONG
(Alternate Director to Dato' Siew Ka Wei) | |

AUDIT COMMITTEE

CHRISTINA FOO (Chairman)
MALIKI KAMAL BIN MOHD YASIN (Member)
TAN SRI DATO' SRI MOHAMAD FUZI BIN HARUN (Member)

REMUNERATION & NOMINATION COMMITTEE

DATO' SERI DR AWANG ADEK BIN HUSSIN (Chairman)
KEW HUI CHIN (Member)
TAN SRI DATO' SRI MOHAMAD FUZI BIN HARUN (Member)

RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE

MALIKI KAMAL BIN MOHD YASIN (Chairman)
CHRISTINA FOO (Member)
DATUK LEE CHEUN WEI (Member)

COMPANY SECRETARIES

CHOO SE ENG (MIA 5876)
ANGELINA CHEAH GAIK SUAN (MAICSA 7035272)
TAN BEE HWA (MAICSA 7058049)

REGISTERED OFFICE

Level 13, Menara 1 Sentrum
201, Jalan Tun Sambanthan
Brickfields
50470 Kuala Lumpur
Malaysia
Tel. : (603) 2382 4288
Fax : (603) 2382 4170
Email : tmfkl-cosec@tmf-group.com

BUSINESS ADDRESS

No. 2A, Jalan 13/2, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia
Tel. : (603) 7495 5000
Fax : (603) 7495 5088

SHARE REGISTRAR

Vistra Investor & Issuing House Services Sdn. Bhd.
(formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.)

Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Malaysia
Tel. : (603) 2783 9299
Email : is.enquiry@vistra.com

AUDITORS

BDO PLT, Chartered Accountants

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
- Industrial Products Sector
- Stock code : 4758
- Stock name : ancomny

PRINCIPAL BANKERS

OCBC Bank (Malaysia) Berhad
Malayan Banking Berhad
AmBank (M) Berhad

SOLICITORS

Chong, Ng & Yap

DOMICILE

Malaysia

WEBSITE

www.ancomnylex.com

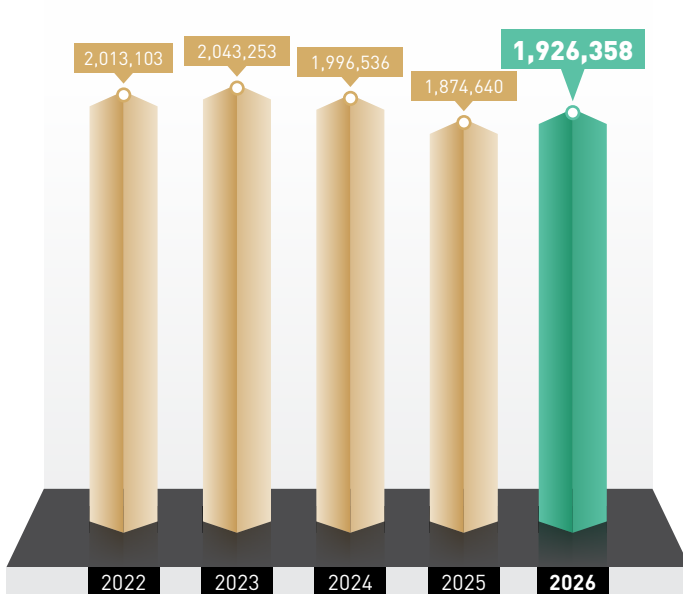
Five-Year Highlights

	2026 RM'000	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000
Revenue	1,926,358	1,874,640	1,996,536	2,043,253	2,013,103
Profit before tax	118,514	99,123	110,479	95,810	78,193
Profit after tax	82,825	65,156	80,845	76,827	29,085
Effective percentage rate of tax	30%	34%	27%	20%	63%
Net earnings for ANB shareholders	81,440	63,489	81,474	75,127	68,178
ASSETS EMPLOYED					
Property, plant and equipment	261,530	259,873	246,513	221,289	216,656
Right-of-use assets	129,283	134,490	87,915	98,424	103,864
Investments	26,632	21,629	16,409	7,038	4,647
Other non-current assets	137,346	103,963	109,569	113,128	88,336
Current assets	837,996	729,803	767,561	764,843	710,274
TOTAL ASSETS	1,392,787	1,249,758	1,227,967	1,204,722	1,123,777
FINANCED BY					
Share capital	511,442	523,386	408,707	397,624	377,892
Reserves	199,082	173,452	182,577	119,007	40,406
Less: Treasury shares, at cost	(83,224)	(96,381)	(43,195)	(25,123)	(30,711)
ANB shareholders' interest	627,300	600,457	548,089	491,508	387,587
Minority shareholders' interest	37,262	36,515	34,061	32,423	40,674
Total shareholders' fund and minority interest	664,562	636,972	582,150	523,931	428,261
Non-current liabilities	98,637	107,083	79,304	102,425	113,854
Current liabilities	629,588	505,703	566,513	578,366	581,662
TOTAL FUNDS EMPLOYED	1,392,787	1,249,758	1,227,967	1,204,722	1,123,777
SHAREHOLDERS' INTERESTS					
Earnings per ordinary share - sen					
- Basic	7.68	6.09	8.58	8.43	8.98*
- Diluted	7.68	5.99	8.02	7.64	7.56*
Net assets per ordinary share attributable to ANB shareholders - RM	0.59	0.56	0.57	0.53	0.45
OTHERS					
Depreciation & amortisation	34,247	32,309	41,099	38,982	40,811
Interest expense	19,483	19,517	20,584	20,216	13,664
Number of ordinary shares of the Company	1,150,000,000	1,170,744,618	1,008,597,360	972,776,411	302,487,849
Treasury shares	(89,333,019)	(98,286,039)	(51,038,677)	(38,268,677)	(16,099,759)
	1,060,666,981	1,072,458,579	957,558,683	934,507,734	286,388,090

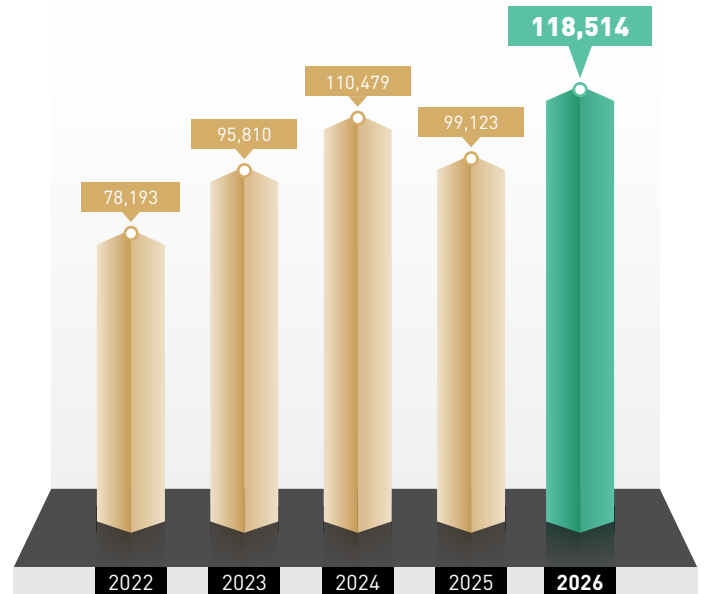
* The basic and diluted earnings per ordinary share has been adjusted pursuant to the share split exercise completed on 7 June 2022.

Five-Year Highlights

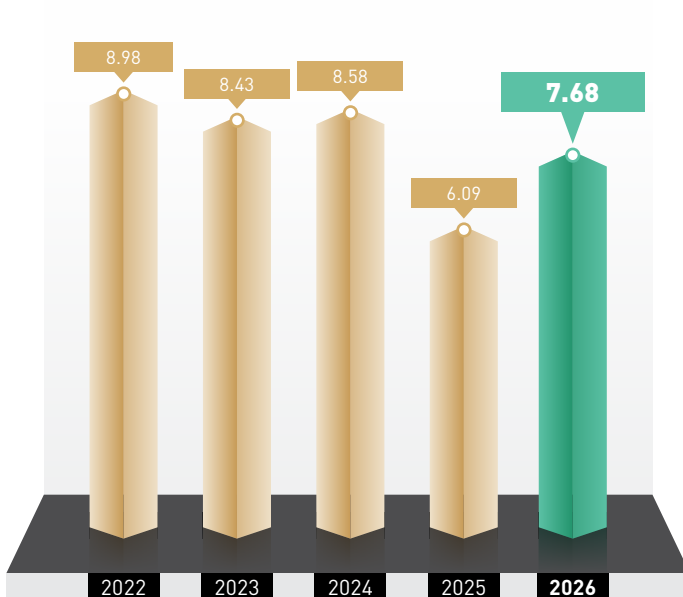
REVENUE (in RM'000)



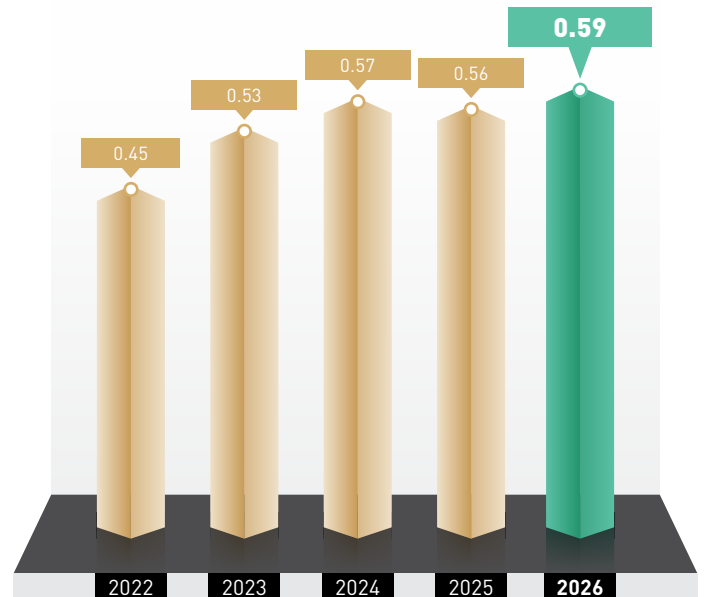
PROFIT BEFORE TAX (in RM'000)



EARNINGS PER ORDINARY SHARE - BASIC (Sen)



NET ASSETS PER ORDINARY SHARE (RM)



List of Principal Offices

ANCOM NYLEX BERHAD – CORPORATE OFFICE / ANCOM MANAGEMENT SERVICES SDN. BHD.

No. 2A, Jalan 13/2, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 7495 5000
Fax : (603) 7495 5088

ANCOM NYLEX TERMINALS SDN. BHD.

Jeti Petrokimia, Pelabuhan Barat
42920 Pulau Indah, Port Klang
Selangor Darul Ehsan, Malaysia
Tel : (603) 3101 1372
Fax : (603) 3101 1279

ANCOM CROP CARE SDN. BHD. / TIMBER PRESERVATIVES INDUSTRIES SDN. BHD.

No. 31 Jalan Tukul P15/P, Section 15
40200 Shah Alam
Selangor Darul Ehsan, Malaysia
Tel : (603) 5519 4022
Fax : (603) 5510 3888

ANCOM KIMIA SDN. BHD. / PERUSAHAAN KIMIA GEMILANG SDN. BHD.

No. 2A, Jalan 13/2, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 7495 5633
Fax : (603) 7495 5638/5639

ANCOM LOGISTICS BERHAD / ANCOM TRUELIFE SDN. BHD. / COMMON FEED SDN. BHD. / TWINSTAR SYNERGY SDN. BHD.

No. 2A, Jalan 13/2, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 7495 5000
Fax : (603) 7495 5088

ATG NEXUS SDN. BHD. / ATG AVIONIX SDN. BHD.

Unit 1003 & 1005, Blok B, Phileo Damansara II
No. 15 Jalan 16/11, Off Jalan Damansara
46350 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 7665 1988
Fax : (603) 7665 1638

CKG CHEMICALS PTE LTD

51 Goldhill Plaza #11-03
Singapore 308900
Tel : (65) 6319 4680
Fax : (65) 6319 4699

COLOREX SDN. BHD.

D11-9-1, Pusat Dagangan Dana 1
Jalan PJU 1A/46
47301 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 7842 8998
Fax : (603) 7842 8999

DYNAMIC CHEMICAL PTE LTD

3 International Business Park
#03-04, Nordic European Centre
Singapore 609927
Tel : (65) 6224 4142
Fax : (65) 6224 6460

ENTOPEST ENVIRONMENTAL SERVICES SDN. BHD.

No. 2A, Jalan 13/2, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 7931 3232
Fax : (603) 7931 3230

FERMPRO SDN. BHD.

No. 2A, Jalan 13/2, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 7495 5633
Fax : (603) 7495 5699

FLEXIS SOLUTIONS SDN. BHD.

8, Jalan Anggerik Oncidium 31/80D
Kota Kemuning
40460 Shah Alam
Selangor Darul Ehsan, Malaysia
Tel : (6012) 322 8820

H2H MEDICARE GROUP SDN. BHD.

3 Jalan Patani
10150 Georgetown
Pulau Pinang, Malaysia
Tel : (604) 2189 854

List of Principal Offices

H.J. UNKEL CHEMICALS SDN. BHD.

28, Jalan Biola 33/1, Seksyen 33
40400 Shah Alam
Selangor Darul Ehsan, Malaysia
Tel : (603) 5525 9333

KUMPULAN KESUMA SDN. BHD. / WEDON SDN. BHD.

No. 6, Lorong SS13/6A
Subang Jaya Industrial Estate
47500 Subang Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 5633 6229
Fax : (603) 5634 9915

NYLEX (MALAYSIA) BERHAD / NYLEX HOLDINGS SDN. BHD. / NYLEX POLYMER MARKETING SDN. BHD. / ALB MARINE SDN. BHD.

Lot 16, Persiaran Selangor, Section 15
40200 Shah Alam
Selangor Darul Ehsan, Malaysia
Tel : (603) 5519 1706
Fax : (603) 5510 8291

NYLEX SPECIALTY CHEMICALS SDN. BHD. / SPECIALITY PHOSPHATES (MALAYSIA) SDN. BHD.

Lot 593, Persiaran Raja Lumu
Kawasan Perusahaan Pandamaran
42000 Port Klang
Selangor Darul Ehsan, Malaysia
Tel : (603) 3168 8282
Fax : (603) 3167 9115

ONE CHEM TERMINAL SDN. BHD.

Lot 1863, Mukim Sungai Karang
Kawasan Perindustrian Lembaga Pelabuhan Kuantan
Tanjung Gelang
25720 Kuantan
Pahang Darul Makmur, Malaysia
Tel : (609) 583 3936
Fax : (609) 583 3980

PENGANGKUTAN COGENT SDN. BHD.

PTD 149227, Jalan Berjaya 7
Taman Perindustrian Berjaya
81200 Kempas Lama
Johor Darul Takzim, Malaysia
Tel : (607) 558 3131
Fax : (607) 558 1313

PT NYLEX INDONESIA

Desa Sumengko Km 31
Wringinanom, Gresik
61176 Indonesia
Tel : (6231) 898 2626
Fax : (6231) 898 2623

PT PKG LAUTAN INDONESIA

Rukan Citta Graha No. 26 Blok 3F
Jl. Panjang Kel. Kedoya Selatan
Kec. Kebon Jeruk
Jakarta 11520, Indonesia
Tel : (6221) 5367 3269
Fax : (6221) 5367 3278

REDBERRY ADVERTISING SDN. BHD.

No. 2A, Jalan 13/2, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 7495 1188
Fax : (603) 7495 1177

SHENNONG ANIMAL HEALTH (MALAYSIA) SDN. BHD.

2,4,6,8,10 Jalan Industri USJ 1/19
Taman Perindustrian USJ 1
47610 Subang Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 8011 4646
Fax : (603) 8011 4466

VEMEDIM SDN. BHD.

15, Jalan USJ 1/31
47600 Subang Jaya
Selangor Darul Ehsan, Malaysia
Tel : (603) 8024 7118
Fax : (603) 8024 7168

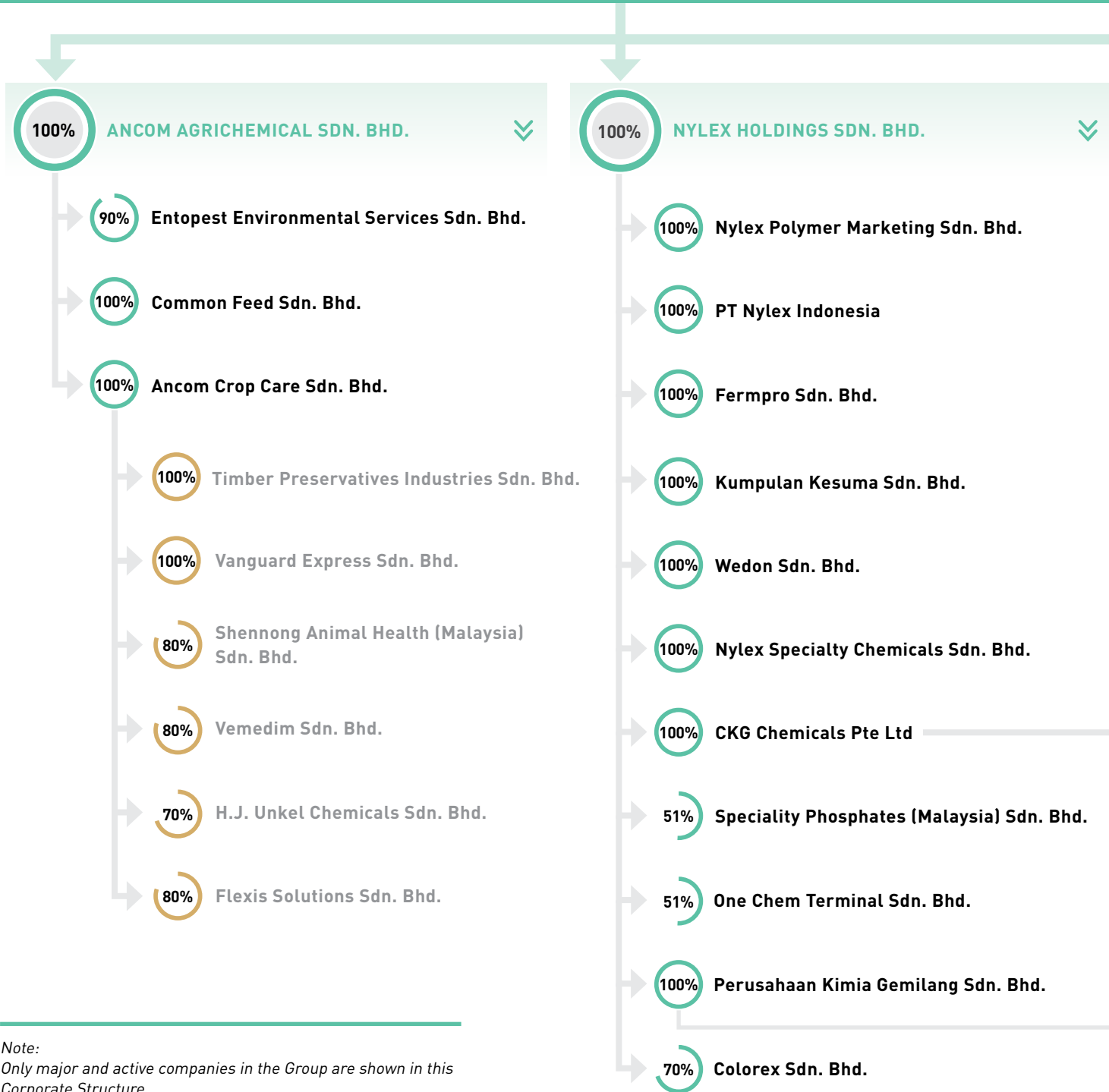


Corporate Structure

As at 31 May 2026



ANCOM NYLEX BERHAD



Note:
Only major and active companies in the Group are shown in this Corporate Structure

* Direct and Indirect Interest

Corporate Structure

As at 31 May 2026



Board of Directors



DATUK ANUAR BIN AHMAD

Independent Non-Executive Chairman

MALAYSIAN

MALE

AGE 72

Datuk Anuar was appointed to the Board as Independent Non-Executive Chairman on 30 November 2023.

He graduated with a Bachelor of Science (Economics) degree from the London School of Economics and Political Science, University of London, United Kingdom, in 1977 and in 1997, he completed the Advanced Management Program at Harvard Business School.

Datuk Anuar began his career with Petroliam Nasional Berhad ("PETRONAS") in 1977 and served the PETRONAS Group for 36 years until his retirement in April 2014. During his tenure, he held various senior managerial and leadership positions across marketing, trading, corporate planning and human resource management. His last position held was Executive Vice President, Gas and Power Business.

He previously served as Managing Director/Chief Executive Officer of PETRONAS Dagangan Berhad from 1998 to 2002; Chairman of PETRONAS Dagangan Berhad from 2005 to 2010; Chairman of PETRONAS Gas Berhad from 2010 to 2014; member of the PETRONAS Management Committee and PETRONAS Board from 2002 to 2014 and Non-Independent Non-Executive Director; Independent Non-Executive Director and Non-Independent Non-Executive Chairman respectively of PETRONAS Dagangan Berhad from 2014 to 2026.

Datuk Anuar is currently an Independent Non-Executive Director of Kumpulan FIMA Berhad.



DATO' SIEW KA WEI

Executive Vice Chairman

MALAYSIAN

MALE

AGE 70

Dato' Siew joined the Board on 23 October 1985. He was appointed Deputy Group Managing Director on 17 October 1995, promoted to Group Managing Director on 30 July 2003, assumed the position of Executive Chairman on 2 January 2018, and was re-designated as Executive Vice Chairman on 30 November 2023.

He received his secondary and tertiary education in the United Kingdom. He graduated with a Bachelor of Science (Hons) degree in Chemical Engineering in 1978 and obtained a Master of Science degree in Operational Research in 1979 both from Imperial College London.

Over the years, Dato' Siew has played a pivotal role in steering the Group's growth and transformation, providing strategic leadership and continuity through various phases of its corporate development. He remains actively involved in guiding the Group's long-term strategy and direction.

He was an active member of the Young Presidents' Organisation ("YPO") from 1993 to 2006, during which he served as Chairman of the Malaysian Chapter of YPO and Co-Chairman of the first Regional Conference in Kuala Lumpur in 1998. From 2000 to 2003, he served on the International Board of YPO, including as Chairman of YPO's Global Leadership Congress in Beijing in 2003. He is a past President of the Imperial College Alumni of Malaysia and a former Governor on the Board of Governors of Marlborough College Malaysia.

He is currently Executive Vice Chairman of Ancom Logistics Berhad, a subsidiary of the Company listed on the ACE Market of Bursa Malaysia Securities Berhad and as Group Managing Director of Nylex (Malaysia) Berhad.

Dato' Siew is a substantial shareholder of the Company.



DATUK LEE CHEUN WEI

Managing Director /Group Chief Executive Officer

MALAYSIAN

MALE

AGE 52

Datuk Lee has served as Group Chief Executive Officer since 2 January 2018 and was appointed to the Board as Managing Director on 29 March 2022. He is currently a member of the Risk Management and Sustainability Committee.

He graduated with a Bachelor of Arts (Hons) degree in Accounting and Finance from Lancaster University, United Kingdom, and holds a Master of Science in Finance (Distinction) from Cass Business School, London. He pursued both degrees under full scholarships awarded by the Renong/UEM Group and British Chevening/HSBC respectively.

He is a member of the Association of Chartered Certified Accountants and the Malaysian Institute of Accountants.

Datuk Lee began his career in 1997 as Group Accountant at EPE Power Corporation Berhad and was appointed Chief Financial Officer of the EPE Group in 2003. He later served as Director of Corporate Finance of Tamco Corporate Holdings Berhad (now Ancom Logistics Berhad) from 2005 to 2009 before joining the Company in 2009 as Group Chief Financial Officer.

In July 2014, he was appointed Managing Director of Ancom Crop Care Sdn. Bhd. ("ACC"), a wholly-owned subsidiary of the Company, and in June 2026, he was re-designated as Executive Director of ACC while he continues to lead the Group's Agricultural Chemicals Division.

With more than 25 years of experience spanning corporate finance, financial management, strategic planning and business operations, Datuk Lee possesses extensive expertise in corporate transformation, mergers and acquisitions, capital management, risk management and operational leadership across diversified industries. He has played a key role in driving the Group's business expansion, operational integration and long-term strategic growth. His broad leadership experience and strong financial acumen continue to contribute significantly to the Group's growth, resilience and sustainability initiatives.

He is currently a Non-Independent Non-Executive Director of Ancom Logistics Berhad and a substantial shareholder of the Company.



MALIKI KAMAL BIN MOHD YASIN

Independent Non-Executive Director

MALAYSIAN

MALE

AGE 63

Maliki Kamal joined the Board on 28 October 2021. He is currently the Chairman of the Risk Management and Sustainability Committee and a member of the Audit Committee.

He graduated with a Bachelor of Laws (Hons) degree from the International Islamic University Malaysia in 1987.

He began his career as an Advocate and Solicitor in 1987, specialising in criminal law, with experience in civil litigation, banking and conveyancing matters. In 1990, he joined PETRONAS as a Legal Officer and subsequently served in various senior legal and corporate advisory roles within the PETRONAS Group.

He served as Legal Head/General Counsel/Senior General Counsel for several PETRONAS entities, including PETRONAS Penapisan (Terengganu) Sdn. Bhd., PETRONAS Chemicals Group Berhad, and the Refinery and Petrochemical Integrated Development ("RAPID") Project. He was appointed Vice President and Group General Counsel in 2017 and subsequently Senior Vice President and Group General Counsel in 2019 until his retirement in 2021.

He also served as a board member and Company Secretary to various PETRONAS group entities (local and overseas), and twice served as Company Secretary of PETRONAS.

He is currently an Independent Non-Executive Director of Gas Malaysia Berhad and Elsa Berhad.



TAN SRI DATO' SRI MOHAMAD FUZI BIN HARUN

Independent Non-Executive Director

MALAYSIAN

MALE

AGE 67

Tan Sri Dato' Sri Fuzi joined the Board on 19 September 2022 and is currently a member of the Audit Committee.

He graduated with a Bachelor of Arts (Honours) degree from Universiti Malaya in 1983 and a Master's degree in Anthropology and Sociology from Universiti Kebangsaan Malaysia in 1991. He completed the advanced management and leadership programmes at the Said Business School, University of Oxford in 2014.

Tan Sri Dato' Sri Fuzi is a retired Inspector-General of Police ("IGP") in the Royal Malaysia Police, having served in the Police Force for 35 years.

He began his career with the Royal Malaysia Police in 1984 as a Cadet Assistant Superintendent of Police. Following his basic police training, he was assigned to the Special Branch Department from 1986 to 2009 where he served in various capacities, including Deputy Director of the Special Branch.

In 2009, he was promoted to Director of Special Task Force on Operation and Counter-Terrorism. He later served as the Director of the Management Department in Bukit Aman in 2014 before being promoted as the Director of Special Branch in 2015.

In September 2017, he was promoted as the IGP, the highest ranking position in the Royal Malaysia Police, a role he held until his retirement in May 2019.

He is currently an Independent Non-Executive Chairman of Jaya Tiasa Holdings Berhad, Tropicana Corporation Berhad, Hiap Teck Venture Berhad and Taghill Holdings Berhad.



CHRISTINA FOO

Independent Non-Executive Director

MALAYSIAN

FEMALE

AGE 65

Christina joined the Board on 19 September 2022. She is currently the Chairman of the Audit Committee and a member of the Risk Management and Sustainability Committee.

She graduated with a Bachelor of Business Studies (Accounting) from Deakin University, Australia in 1985. She is a Chartered Accountant and a member of the Malaysian Institute of Accountants, Fellow of CPA Australia, Fellow of the Malaysian Institute of Management, Fellow of the Institute of Corporate Directors Malaysia, Qualified Risk Director of the Institute of Enterprise Risk Practitioners, member of ASEAN Chartered Professional Accountants, and member of the Malaysian Institute of Corporate Governance.

She began her career with Ernst & Young ("EY") Malaysia in 1985 and over the next 16 years served in various roles within EY LLP in Atlanta, EY International in London and EY Asia Pacific Consulting. Her last position with EY Malaysia was Director, Business Development.

In 2001, she founded Priority One group and served as Director of Priority One Tax Services Sdn. Bhd. until August 2022. She previously served as Director of KPJ Healthcare Berhad (2018–2021) and Star Media Group Berhad (2022–2023).

Christina is currently an Senior Independent Non-Executive Director of UEM Sunrise Berhad and Director of Tokio Marine Life Insurance Berhad.



STEPHAN SCHNABEL

Non-Independent Non-Executive Director

GERMAN

MALE

AGE 51

Stephan joined the Board on 1 November 2024.

He began his career with HELM AG ("HELM") in 1996 through a dual training programme qualifying as a business economist in foreign trade. He subsequently held various international leadership positions within HELM, including General Manager of HELM's subsidiary in Istanbul, Senior Executive Manager overseeing subsidiaries across Latin America and Southern Europe, and Executive Director responsible for the crop protection division.

He joined HELM's Executive Board in 2012 and has served as Chairman since 2020. He is also the sole shareholder of HELM.

He is a substantial shareholder of the Company through his interest in HELM.

Stephan does not hold any directorship in other listed issuers or public companies in Malaysia.



KEW HUI CHIN

Non-Independent Non-Executive Director

SINGAPOREAN

FEMALE

AGE 53

Hui Chin joined the Board on 1 November 2024 and is currently a member of the Remuneration & Nomination Committee.

She graduated with a Master of Engineering in Petroleum Engineering from Imperial College London in 1997.

She began her career with the Singapore Economic Development Board in 1997 and later joined Shell in 2003, where she served in various senior managerial positions over 19 years, culminating in her role as Commercial General Manager Chemicals Asia (2021–2023).

She joined HELM in 2023 and currently serves as Managing Director and President, Chemicals of HELM Asia Pte. Ltd., overseeing HELM's chemical business operations across Asia.

She does not hold any directorship in other listed issuers or public companies in Malaysia.



DATO' SERI DR. AWANG ADEK BIN HUSSIN

Independent Non-Executive Director

MALAYSIAN

MALE

AGE 71

Dato' Seri Dr. Awang Adek joined the Board on 17 February 2025. He is currently the Chairman of the Remuneration & Nomination Committee.

He graduated with a Bachelor of Arts degree from Drew University, USA, and obtained a Master of Arts in Economics and a PhD in Economics from the University of Pennsylvania in 1981 and 1984 respectively.

Dato' Seri Dr. Awang Adek has extensive experience in economics and finance, having spent over 40 years in government and public service.

He started his career in 1983 as a lecturer in Universiti Sains Malaysia ("USM"). He joined Bank Negara Malaysia ("BNM") in 1985 and held various positions until 1996. He was Director-General of Labuan Financial Services Authority from 1996 to 1998; Assistant Governor of BNM from 1998 to 2001; Chairman of Tenaga Nasional Berhad from 2002 to 2004; Deputy Minister of Rural Development from 2004 to 2006; Deputy Minister of Finance from 2006 to 2013; Malaysia's Ambassador to USA from 2014 to 2016; Chairman of Majlis Amanah Rakyat ("MARA") from 2017 to 2018; Chairman of PRG Berhad from 2017 to 2022; Chairman of Securities Commission, Malaysia from 2022 to 2024 and Chairman of the Board of Governors of USM from 2020-2025.

He is currently a Pro-Chancellor of USM and Chairman of Bank Simpanan Nasional.



DATUK SERI KAMALUDIN BIN MD SAID

Independent Non-Executive Director

MALAYSIAN

MALE

AGE 68

Datuk Seri Kamaludin joined the Board on 2 March 2026.

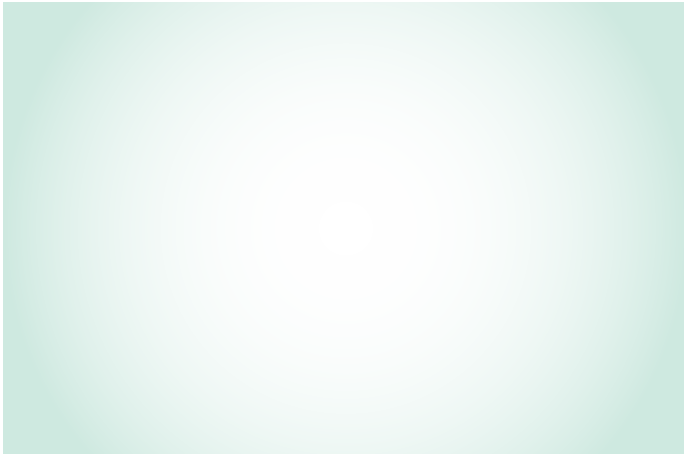
He graduated with a Bachelor of Laws (LLB Hons) from Universiti Malaya in 1983 and has close to 42 years of distinguished service with the Attorney General's Chambers ("AGC") and the Malaysian Judiciary.

A Bank Negara Malaysia ("BNM") scholar, he began his career with BNM in 1983 as an Administrative Officer in the then Capital Issue Committee ("CIC"), before being called to the Bar as an Advocate and Solicitor of the High Court of Malaya. After a period in private legal practice, he joined the Government of Malaysia in 1987 as a Magistrate in Batu Gajah, Perak, and subsequently served in the Civil Division of the AGC.

He later held senior legal advisory roles at the Ministry of Home Affairs and the Ministry of Youth and Sports from 1994 to 2001, before returning to the AGC as a Deputy Public Prosecutor in 2001. In 2008, he was appointed the Head of the Appellate and Trial Division of the AGC.

He was subsequently appointed Judicial Commissioner in 2012, confirmed as a High Court Judge in 2014. In 2018, he was elevated to the Court of Appeal, where he also served as Chairman of the Court of Appeal Panel. He retired from the Judiciary in 2024.

Datuk Seri Kamaludin is currently a Independent Non-Executive Director of Matrix Concepts Holdings Berhad.



SIEW KA KHEONG

Alternate Director to Dato' Siew Ka Wei

MALAYSIAN

MALE

AGE 66

Ka Kheong was appointed as Alternate Director on 26 April 2019.

He graduated with a Bachelor of Science in Chemical Engineering from University College London in 1982.

He has more than 30 years of experience in the information technology industry, specialising in systems development, integration and applications implementation across multiple sectors.

He is currently Executive Director of ATG Nexus Sdn. Bhd., a subsidiary of the Company overseeing the Group's IT Division.

Notes:

1. Other than Dato' Siew Ka Wei and Siew Ka Kheong who are brothers, there are no family relationships amongst the Directors and/or major shareholders of the Company.
2. Save and except the Recurrent Related Parties Transactions disclosed on page 295 of this Annual Report, the Directors do not have any financial interest in any business arrangement involving the Group.
3. Details of the conflict of interest involving Datuk Anuar Bin Ahmad, Stephan Schnabel and Kew Hui Chin are disclosed in the Audit Committee Report on pages 167-168 of this Annual Report. Save as disclosed, the Directors do not have any business interest that competes of conflicts with their respective positions in the Group.
4. None of the Directors has been convicted of any offences other than traffic offences (if any) within the past five (5) years or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.
5. Other than Dato' Siew Ka Wei, Siew Ka Kheong, Datuk Lee Cheun Wei and Stephan Schnabel, the other Directors do not hold any shares in the Company and its related companies. Please refer to the Directors' Report of this Annual Report for the Directors' securities holdings in the Company and its related companies during the financial year.
6. Please refer to the Corporate Governance Overview Statement for details of the Directors' attendance at Board and Board Committees meetings in the financial year.

Key Senior Management



DATO' SIEW KA WEI

MALAYSIAN

MALE

AGE 70

Executive Vice Chairman – Ancom Nylex Berhad (“ANB”)
Executive Vice Chairman – Ancom Logistics Berhad (“ALB”)
Group Managing Director – Nylex (Malaysia) Berhad (“Nylex”)

(Dato' Siew Ka Wei's profile is disclosed in the Board of Directors of this Annual Report)



DATUK LEE CHEUN WEI

MALAYSIAN

MALE

AGE 52

Managing Director / Group Chief Executive Officer – ANB
Executive Director – Ancom Crop Care Sdn. Bhd. (“ACC”)

(Datuk Lee Cheun Wei's profile is disclosed in the Board of Directors of this Annual Report)



ROBIN LING SENG CHIONG

MALAYSIAN

MALE

AGE 56

Deputy Chief Executive Officer (“Deputy CEO”) – Nylex
CEO – Nylex Holdings Sdn. Bhd. (“NHSB”)
Executive Director – Perusahaan Kimia Gemilang Sdn. Bhd. (“PKG”)

Robin joined the Nylex Group in 2007 as Executive Director of PKG, where he oversees the Group's industrial chemical distribution and trading operations and subsequently promoted to Deputy CEO of Nylex in 2018, assisting the Group Managing Director in overseeing the Nylex Group's overall operations and strategic direction. He was appointed CEO of NHSB in 2021 following ANB's acquisition of Nylex's business undertakings.

Prior to joining the Group, he served for 13 years as Asia Pacific Regional Manager for a United States-based specialty chemicals company, where he was responsible for regional business development and market expansion.

He currently serves as an Executive Committee Member and Chairman of Regulatory Affairs of the Chemical Industries Council of Malaysia (“CICM”) (2026–2027 terms) and member of Malaysian Petrochemicals Association (“MPA”).

He previously served as a member of the Industry Expert Advisory Panel, Science Programme of Tunku Abdul Rahman University of Management and Technology, and was an Executive Committee Member of CICM (2021–2023 and 2023–2025 terms).

Robin graduated with a Bachelor of Applied Science (Analytical Chemistry) degree from Universiti Sains Malaysia (1994).



DATUK ABDUL RASHID BIN HASHIM

MALAYSIAN

MALE

AGE 62

Executive Chairman – Ancom Kimia Sdn. Bhd. (“AKSB”)

Datuk Rashid joined AKSB, a subsidiary of NHSB, in 2011 as Chief Operating Officer and was re-designated as Executive Chairman in 2020. He is responsible for providing strategic leadership and overseeing the overall direction and operations of AKSB. He was also appointed Executive Chairman of MSTI Corporation Sdn. Bhd., an associate of the Company, in 2023.

He brings with him extensive experience across the banking, manufacturing, plantation and property development sectors. His earlier career included leadership positions such as Chief Executive Officer and Managing Director in various organisations, where he was responsible for operational management, business turnaround and corporate strategy.

He holds a Diploma in Credit Management from Institut Teknologi MARA (1988).

Key Senior Management



DATUK HASNUL BIN HASSAN

MALAYSIAN

MALE

AGE 64

Executive Director (Business Development)

Datuk Hasnul joined the Company in 2014 as Executive Director (Business Development) and currently heads the Group's media business.

He brings over three decades of corporate leadership experience, having held senior management roles in multinational corporations including Unilever, Johnson & Johnson and British American Tobacco, where he developed extensive expertise in marketing, brand management and business strategy.

He subsequently served as Chief Executive Officer of BERNAMA in 2009 and later as Chief Executive Officer of Malay Mail Sdn. Bhd. in 2013. He also served as Deputy Chief Executive Officer of ALB in 2019 until 2025.

Datuk Hasnul graduated with a Bachelor of Science degree (1984) from Southeast Missouri State University, USA and subsequently a Master of Business Administration (1985).



LIM CHANG MENG

MALAYSIAN

MALE

AGE 54

Chief Financial Officer – ANB and ALB

Chang Meng was appointed Chief Financial Officer of ALB in 2011 and subsequently of ANB in 2014. He oversees the Group's finance, treasury, accounting, taxation and corporate reporting functions, and plays a key role in ANB's financial strategy and capital management.

He began his career with Cooper & Lybrand in 1992 and advanced to the position of Audit Manager in 2000. He thereafter held senior finance roles including Group Accountant at Setegap Berhad and Finance Manager at HLG

Securities Berhad. He joined Tamco Corporate Holdings Berhad (now ALB) in 2005 as Corporate Accounting Manager and was later promoted to Head of Corporate Finance in 2010.

He is a member of the Malaysian Institute of Accountants.



CHOO SE ENG

MALAYSIAN

MALE

AGE 65

Company Secretary – ANB, Nylex and ALB and their subsidiaries

Se Eng began his career in 1981 as an Auditor with Hanafiah Raslan Mohamad and qualified as a Chartered Accountant in 1988. During this period, he gained extensive experience in accounting, taxation and corporate secretarial practices.

He subsequently served in the Corporate Finance division of a merchant bank before joining a public listed company as Corporate Finance Manager. In 1995, he joined ANB as Senior Manager of Corporate Planning and was appointed Company

Secretary in 1996. He held the position until 2016 and rejoined the Company as Company Secretary in 2018.

He oversees corporate secretarial, governance and regulatory compliance matters across the Group.

He is a member of the Malaysian Institute of Accountants.



MICHELLE CHEN

MALAYSIAN

FEMALE

AGE 59

Director and Chief Financial Officer – Nylex and NHSB

Michelle joined Nylex in 1995 and has held various finance positions within the Group. She was appointed Chief Financial Officer of Nylex in 2010 and subsequently assumed the role of Chief Financial Officer and Director of NHSB in 2021 and 2022 and Director of Nylex in 2025 respectively.

Michelle is overseeing Nylex and NHSB Group's financial management, group accounting,

mergers & acquisitions, risk management, taxation and treasury management functions.

Prior to joining Nylex, Michelle was attached to an international professional services firm.

Michelle is a Fellow of the Association of Chartered Certified Accountants, a member of the Malaysian Institute of Accountants, and a Fellow of the Institute of Corporate Directors Malaysia.

Key Senior Management



PHILLIP KARUPPIAH

MALAYSIAN

MALE

AGE 68

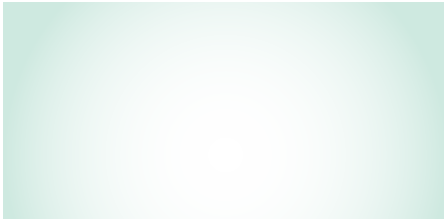
Group Human Resource Director & Group Chief Integrity Officer ("CIO") – ANB

Phillip has served as Group Human Resource Director since 2013 and was appointed Group Chief Integrity Officer in 2020. He is responsible for overseeing the Group's human capital development, organisational effectiveness and integrity framework.

He began his career as a journalist with the New Straits Times before moving into communications consulting with Burson Marsteller and later

into banking operations with Malayan Banking Berhad. He has held various senior leadership positions including Chief Executive Officer of Malay Mail Sdn. Bhd., Managing Director of Sun Media Sdn. Bhd., and Chief Executive Officer (Southeast Asia) of Lexis Nexis.

He holds a Bachelor of Science (Agribusiness) from Universiti Putra Malaysia and a Law degree from the University of Wolverhampton, UK.



KONG HWAI MING

MALAYSIAN

MALE

AGE 66

Executive Director – CKG Chemicals Pte Ltd ("CKG")

Hwai Ming joined CKG in 1992 as an Operation Manager and was subsequently promoted to the position of Executive Director in 1998. In 2006, Nylex acquired 100% shareholding of CKG, and Hwai Ming was retained in the same position until today.

Hwai Ming started his career as a technician in the tankfarm and shipping operations of ESSO

Refinery Pte Ltd in 1981. He joined Petrochemical Corporation of Singapore Pte Ltd as an Operation and Shipping Executive in 1989 until 1992.

Hwai Ming obtained a Diploma in Mechanical Engineering and a Post-Diploma in Industrial Management from Singapore Polytechnic.



ANTHONY TAN

MALAYSIAN

MALE

AGE 64

Executive Director – ACC

Anthony has devoted more than four decades to the agricultural chemicals industry and is amongst those who have played a pivotal role in the growth and transformation of the Group's Agricultural Chemicals business. He has served as Chief Operating Officer since 2014 until 2026 and was appointed Executive Director in 2018, a post he held until today.

He began his career in 1982 at the Highlands Research Unit, Klang, before joining Ancom Sdn. Bhd. in 1983 as a Research Assistant, contributing to product formulation development. His transition into marketing in 1984 marked the beginning of a distinguished commercial career, during which he managed key regional markets including Johor, Melaka and Pahang.

In 1997, he was promoted to Marketing Manager of ACC and subsequently advanced to Chief Operating Officer in 2014, where he oversees operational strategy, product portfolio expansion and market penetration initiatives. His leadership has been instrumental in strengthening ACC's market position and distribution footprint.

Anthony is a Life Member of the Incorporated Society of Planters of Malaysia. He holds a Certificate in Marketing from the Chartered Institute of Marketing, UK, and an MBA from Nottingham Trent University, UK.



KEITH FU

MALAYSIAN

MALE

AGE 50

Deputy CEO – ACC

Keith has over 25 years of cross-industry experience in sales leadership, strategic marketing and international business development. He joined ACC in 2015 to spearhead the Group's Rest-of-the-World export business, covering agricultural chemicals and timber preservatives.

He was appointed Chief Marketing Officer in 2020 and oversees global sales strategy, channel expansion and market positioning for ACC and TPI. He has been instrumental in expanding the export markets and strengthening the Group's

international customer base. He was promoted to his current position in June 2026.

Prior to joining ACC, Keith built extensive experience in media sales, financial services and property marketing, holding senior key account management roles within the Group's Media division.

He holds a Diploma in Canadian Pre-University / Canadian International Matriculation Programme from Taylor's College.

Key Senior Management



MUHAMMAD NOOR SHAIFULDDIN BIN MAT TARZAN

MALAYSIAN

MALE

AGE 36

General Manager - Head of Factory – ACC

Shaifulddin was appointed General Manager - Head of Factory of ACC in 2023. He oversees both the Shah Alam and Port Klang factory operation, lead the safety committee function as Safety Chairman and plays a key role in ACC's operational strategy and management.

He began his career with MyEnzyme Technology Sdn. Bhd. in 2014 as Research Assistant. He thereafter held Engineer roles at Masmirin Corporation Sdn. Bhd., taking care of its underground gas pipeline installation for Gas Malaysia Berhad.

He joined ACC in 2015 as Production Engineer and was later promoted to General Manager - Head of Factory in 2023.

Shaifulddin graduated with a Bachelor's Degree in Chemical Engineering Technology from the Universiti Kuala Lumpur Malaysian Institute of Chemical Engineering Technology. He is registered as Graduate Technologist under Malaysia Board of Technologists and is now pursuing his Professional Technologist Certification.



ASMARIAH BINTI ISMAIL

MALAYSIAN

FEMALE

AGE 54

Chief Financial Officer – ACC

Asmariah brings over 25 years of financial management experience spanning manufacturing, trading and agricultural chemicals sectors. She joined ACC in 2006 as Finance Manager overseeing the Agricultural Chemicals division and was appointed Chief Financial Officer in 2019.

As CFO, she is responsible for financial stewardship, budgeting, treasury management, internal controls and financial reporting. She plays a key role in strengthening governance, compliance and financial discipline across the division.

Prior to joining ACC, she served with CSR Building Materials (M) Sdn. Bhd. and later as an Accountant in a trading company, gaining valuable experience in cost control, financial operations and statutory compliance.

She holds a Bachelor of Accounting (Hons.) from Universiti Utara Malaysia (1996) and is a member of the Malaysian Institute of Accountants.



TERRY TOW

MALAYSIAN

MALE

AGE 36

Head, Corporate Finance – ANB

Terry joined the Company in 2024 as Head of Corporate Finance and is responsible for overseeing all corporate finance matters across the Group, including capital management, funding strategies, mergers and acquisitions, financial structuring and strategic investment initiatives.

He began his career in 2014 as a Management Trainee with Malayan Banking Berhad before joining Maybank Investment Bank Berhad as an Analyst, where he gained exposure to corporate advisory, capital markets transactions and financial modelling. He subsequently held roles with Reneuco Berhad and Sime Darby Motors, where he was involved in project financing,

commercial advisory and strategic business initiatives across multiple sectors.

Terry brings experience in project finance advisory, debt capital markets, mergers and acquisitions, and structured financing transactions, covering industries such as energy, infrastructure, utilities and automotive. His expertise supports the Group's strategic growth agenda, capital optimisation and long-term value creation objectives.

He holds a Bachelor's Degree in Business & Commerce (majoring in Accounting and Economics) from Monash University Malaysia (2013) and is a CFA Charterholder of the CFA Institute.



ANDREW LEONG

MALAYSIAN

MALE

AGE 36

Head, Investor Relations – ANB

Andrew joined ACC in 2015 and has held progressively responsible roles within the Group.

He initially led business development initiatives across the ASEAN agrichemical markets before transitioning into his current role in 2019 where he headed the Group's Investor Relations function, driving strategic engagement with shareholders, analysts, institutional investors

and the broader investment community. He plays a key role in enhancing corporate transparency, investor confidence and market visibility for the ANB Group.

He holds a Bachelor's Degree in Economics from The University of British Columbia, Canada (2013).

Key Senior Management



KATHLEEN TEH

MALAYSIAN

FEMALE

AGE 41

Senior Manager, ESG – ANB

Kathleen joined ANB in 2023 to lead the Group's Environmental, Social, and Governance (ESG) agenda. She is responsible for steering sustainability strategy, ensuring alignment with evolving regulatory standards, and advancing corporate ESG reporting practices across the Group.

She brings over 16 years of experience intersecting engineering, energy efficiency, and sustainability management. Her track record includes senior roles at Tesco Stores (M)

Sdn. Bhd., where she directed environmental and engineering initiatives, renewable energy integration, and sustainable building retrofits.

She holds a Bachelor of Science from the University of Sheffield (2006), a Master's in Engineering and Management from Sheffield Hallam University (2008), and is a certified Energy Manager with the Energy Commission of Malaysia and a Certified Corporate Sustainability Practitioner 1 (CCSP1) accredited by the Securities Industry Development Corporation (SIDC).



REGINE LIM

MALAYSIAN

FEMALE

AGE 49

Chief Operating Officer – Entopest Environmental Services Sdn. Bhd. ("Entopest")

Regine has over 20 years of experience in pest management and environmental services. She founded Ecogreen Pest Management Sdn. Bhd. in 2010, which was subsequently acquired by ACC in 2017 and rebranded as Entopest.

As COO, she oversees nationwide operations, service excellence and regional expansion across Southeast Asia. Under her leadership, Entopest has received industry recognition including the BASF Pest Manager of the Year Award (2024).

She has also served as President of the Malaysia Pest Management Association and represented Malaysia at the Federation of Asian & Oceania Pest Managers Associations.

Beyond her corporate role, Regine has been actively involved in industry leadership and advocacy. She served as President of WomenBizSENSE, Penang's Women Entrepreneur Group, from 2017 to 2019. She was the first female President of the Malaysia Pest Management Association for the 2021–2023 term and was re-elected for the 2023–2025 term. During the same period, she represented Malaysia as Country Representative in the Federation of Asian & Oceania Pest Managers Associations.

In 2023, she was featured in a BBC interview on women empowerment in male-dominated industries.

She holds a Bachelor of Science (Hons) degree in Biology (Zoology) from Universiti Sains Malaysia (2001).



GAN KIAN CHONG

MALAYSIAN

MALE

AGE 58

Managing Director – Shennong Animal Health (M) Sdn. Bhd. ("Shennong") / Vemedim Sdn. Bhd. ("Vemedim")

Kian Chong is the founder and Managing Director of Vemedim Sdn. Bhd. (since 1997) and Shennong Animal Health (M) Sdn. Bhd. (since 2004). He brings over 30 years of experience in the livestock and veterinary pharmaceutical industry, with deep expertise in animal health products, distribution strategy and manufacturing operations.

He began his career as a Sales Executive at Pahang Pharmacy, where he specialised in poultry-based veterinary medicine and developed strong industry networks within the livestock sector. Recognising the growth potential of Vietnam-manufactured veterinary products in Malaysia, he co-founded Vemedim in 1997 to import and distribute veterinary

pharmaceuticals locally. Under his leadership, Vemedim established a strong presence in Malaysia's animal health market.

In 2004, to capture greater market share and strengthen supply chain control, he co-founded Shennong, focusing on the local formulation and manufacturing of veterinary medicines. Through vertical integration and product portfolio expansion, he has positioned both companies as reputable players in Malaysia's livestock healthcare ecosystem.

Kian Chong holds a Bachelor of Science in Animal Husbandry degree from the National Pingtung University of Science and Technology, Taiwan (1990).



TAN YEOW HENG

MALAYSIAN

MALE

AGE 63

Managing Director – HJ Unkel Chemical Sdn. Bhd. ("HJ Unkel")

Yeow Heng has more than 35 years of experience in the industrial chemicals and specialty materials sector, with extensive regional exposure across Southeast Asia and the Asia Pacific.

He began his career in 1984 with ICI Industrial Chemicals (Malaysia) Sdn. Bhd., where he developed broad market coverage across polyurethane, food, plastics and moulding industries. Over his 16-year tenure with the ICI Group, he rose through the ranks to become Regional Sales Manager of Tioxide (Malaysia) Sdn. Bhd., overseeing markets in Southeast Asia and the Indian subcontinent.

He was subsequently seconded to Market Focus Consultant in the UK, the ICI Group's marketing

consultancy arm, where he provided strategic advisory services to ICI and Zeneca group companies. In 1999, he joined UCB Chemicals (Malaysia) Sdn. Bhd. as Regional Sales Director, leading the Asia Pacific portfolio (excluding North East Asia).

In 2009, leveraging his extensive industry experience and regional network, he founded HJ Unkel Chemical Sdn. Bhd., a chemical trading company serving the coatings, rubber, ink and wood coating industries. He continues to lead the company's strategic growth and market expansion.

Yeow Heng holds an MBA in Strategic Marketing from the University of Hull, UK (2000).

Key Senior Management



LOKE YEAK THONG

MALAYSIAN

MALE

AGE 62

Managing Director – Colorex Sdn. Bhd. (“Colorex”)

Yeak Thong is the founder and Managing Director of Colorex and has more than 40 years of experience in the polyurethane systems and industrial chemicals industry.

He began his career in 1984 with ICI Industrial Chemicals (M) Sdn. Bhd., where he specialised in polyurethane systems and industrial chemicals sales. In 1991, he joined Cosmo Polyurethane (M) Sdn. Bhd., a Japanese multinational corporation, as Product Manager, where he played a key role in introducing and expanding Japanese polyurethane technologies within the Malaysian market.

After 18 years with Cosmo, he co-founded Colorex in 2009 to establish a Malaysian polyurethane system house serving both domestic and export markets. Under his leadership, Colorex has developed strong technical capabilities and customer partnerships across multiple industrial applications.

Yeak Thong holds a Diploma in Marketing from the Chartered Institute of Marketing, UK.



JIMMY LAU

MALAYSIAN

MALE

AGE 69

Managing Director – Flexis Solutions Sdn. Bhd. (“Flexis”)

Jimmy brings over four decades of extensive experience in the specialty chemicals industry, with a strong track record in leadership, regional management and business development across ASEAN markets.

He began his career in 1982 as a Sales and Service Engineer with Drew Ameroid (M) Sdn. Bhd., a water treatment company, where he progressed through various roles and was eventually appointed General Manager prior to his departure in 1995.

He subsequently joined National Starch & Chemical (M) Sdn. Bhd. as General Manager and was later promoted to Regional Director, ASEAN. He held this regional leadership role until 2008, including through the company's transition following its acquisition by Akzo Nobel.

In 2008, he joined Cognis Chemicals, serving as President of Cognis Indonesia as well as Managing Director of Cognis Chemicals (M) Sdn. Bhd. Following the acquisition of Cognis by BASF in 2011, he continued to contribute his expertise as a Business Consultant to BASF Hong Kong until 2014.

Thereafter, he provided advisory and consultancy services to various companies before founding Flexis in 2016, where he currently serves as Managing Director. Flexis specialises in the production of calcium stearate emulsions for the rubber glove industry.

Jimmy holds a Bachelor's Degree in Engineering from Universiti Putra Malaysia and a Diploma from the Chartered Institute of Marketing (United Kingdom).



DR. KOAY HEAN WEI

MALAYSIAN

MALE

AGE 42

Managing Director, H2H Medicare Group Sdn. Bhd. (“H2H”)

Dr. Koay has over 15 years of experience in the healthcare industry, with extensive expertise in healthcare solutions, ambulance manufacturing, emergency medical services, medical technology distribution, homecare services and healthcare business development.

He is the Founder and Managing Director of H2H., a healthcare solutions provider and a subsidiary of ANB, serving government agencies, hospitals, emergency response organisations and private healthcare providers throughout Malaysia. Since establishing the business in 2016, he has led its growth into a diversified healthcare organisation with capabilities spanning ambulance manufacturing and assembly, medical equipment distribution, emergency medical solutions, healthcare training and homecare services.

Under his leadership, H2H successfully secured a manufacturing licence and expanded into the local manufacturing and assembly of ambulances and specialised medical vehicles. He has also played a key role in establishing strategic partnerships with leading international healthcare and medical technology companies, while securing major healthcare projects involving the Ministry of Health, Fire and Rescue Department, Civil Defence Force, military agencies and hospitals.

Dr. Koay holds a Bachelor of Applied Biology (Agrobiology & Psychology) (2008), a Master of Public Administration (2010) and a Doctor of Philosophy (PhD) in Political Marketing (2022), all from Universiti Sains Malaysia.



WILLIAM TAN

MALAYSIAN

MALE

AGE 59

Divisional Head – Polymer Division

William has over 30 years of experience within the Group's polymer and specialty chemicals businesses, having progressed through multiple senior leadership roles across subsidiaries and divisions.

He began his career with PKG in 1994 as a Sales Executive before transferring to Fermpro Sdn. Bhd., a subsidiary of NHB, in 1997. Over the years, he assumed increasing operational and commercial responsibilities and was promoted to Deputy Managing Director in 2006. In parallel, he was entrusted in 2005 with the additional responsibility of managing Nylex Specialty Chemicals Sdn. Bhd.

(“NSC”), where he was subsequently appointed Managing Director in 2007.

In 2020, he was re-designated as Deputy Head of the Nylex Polymer Division and, later that same year, was promoted to Divisional Head. In this capacity, he oversees the Division's overall strategy, operational performance, product portfolio development and market expansion initiatives, driving value creation across the polymer segment.

William is a graduate of the Institute of Chartered Secretaries and Administrators.

Key Senior Management



WONG SIUT YIN

MALAYSIAN

FEMALE

AGE 58

Director – Kumpulan Kesuma Sdn. Bhd. (“Kesuma”)

Siut Yin has more than three decades of experience in technical, manufacturing and commercial operations within the sealants and adhesives industry.

She joined Kesuma, a subsidiary of the Company, in 1991 as a Techno-Commercial Chemist and was appointed Director in 1999. She currently oversees technical formulations and troubleshooting at customers, and part of the management team that handles multiple industrial segments, including automotive, construction, air-conditioning and light engineering industries.

Throughout her career, she has actively

participated in international conferences and technical engagements in Thailand, Japan, France, Germany, the United States and Taiwan. These exposures have enabled her to strengthen product innovation capabilities and build strategic partnerships with global technical collaborators and automotive manufacturers.

She began her career as a Pharmaceutical Sales Executive with Ciba-Geigy (M) Sdn. Bhd. prior to joining Kesuma.

Siut Yin holds a Bachelor of Science in Chemistry (Hons.) degree from National University of Malaysia (1991).



SABLI BIN SIBILL

MALAYSIAN

MALE

AGE 72

Executive Director – Logistics – ALB

Sabli brings extensive leadership experience spanning human resources, integration management and logistics operations across both the corporate and energy sectors.

He joined the Group in 2009 as Human Resource Director and subsequently assumed broader strategic roles including Director of Chemical Integration in 2011. In 2021, he was appointed Managing Director/Chief Executive Officer of Genovasi Malaysia Sdn. Bhd., a subsidiary of the Company at the time, before being appointed Executive Director – Logistics of ALB in 2023.

In his current role, he oversees logistics operations, supply chain optimisation and operational integration initiatives to enhance

efficiency and service reliability within the Group's logistics division.

Prior to joining the Group, he was with PETRONAS, where he served in various senior capacities including Marketing Senior Manager and Training Senior Manager prior to his retirement in 2009.

Sabli holds a Master of Business Administration degree from Henley/Brunel University, UK (1988). He also holds a Postgraduate Diploma from Brighton Polytechnic and a Diploma from South Devon Technical College, UK. In addition, he completed the PETRONAS/INSEAD Senior Management Programme and obtained a Certificate in International Management (1999).



MOHD YUSOF BIN MUHAMAD DON

MALAYSIAN

MALE

AGE 60

General Manager – Pengangkutan Cogent Sdn. Bhd. (“Cogent”)

Mohd Yusof has extensive experience in logistics, waste management and industrial operations management.

He was appointed General Manager of Cogent., a wholly-owned subsidiary of ALB, in 2015. In this role, he is responsible for overseeing operational efficiency, fleet management, regulatory compliance and service delivery across the logistics division.

Prior to joining Cogent, he served as Senior

Manager/Director at Hayara Sdn. Bhd., a solid waste management contractor, and Hayana Sdn. Bhd., a construction materials company. Earlier in his career, he held various senior managerial positions at Soi Yong Berhad and Koperasi Usaha Bersatu (M) Berhad, where he gained experience in operational restructuring and business management.

He holds a Bachelor's Degree in Industrial Engineering from the University of Alabama, Tuscaloosa, United States of America.



RACHEL WOON

MALAYSIAN

FEMALE

AGE 48

General Manager – Cogent

Rachel was appointed the General Manager of Cogent, a wholly-owned subsidiary of ALB, in July 2026.

She brings over 23 years of experience in total supply chain solutions and chemicals transportation across Malaysia and Singapore.

Prior to joining the Company, Rachel spent 15 years with LTH Logistics (Singapore) Pte Ltd, where she was responsible for delivering total supply chain solutions and managing chemicals transportation operations.

Before that, she served for 8 years at BDP International Sdn. Bhd., gaining extensive experience in end-to-end supply chain management and freight forwarding.

Rachel holds a Bachelor Degree in Statistics from Universiti Malaya.

Key Senior Management



KIT THAM

MALAYSIAN

MALE

AGE 43

General Manager – Ancom Nylex Terminals Sdn. Bhd. ("ANT")

Kit was appointed General Manager of ANT in August 2025 and is responsible for overseeing the company's overall operations, financial management and business performance.

He began his career in 2004 as an Audit Assistant with Peter Chong & Co., Chartered Accountants, before moving into corporate finance and managerial roles in organisations including Cal Comp (Malaysia) Sdn. Bhd. and Malay Mail Sdn. Bhd. from 2006 to 2015 where he gained extensive experience in financial management, reporting and operational oversight.

In 2015, he joined Cogent as Finance and Accounts Manager and was promoted to Deputy General Manager in 2017, where he oversaw both finance and operations. His cross-functional leadership experience provided strong operational grounding prior to his appointment as General Manager of ANT.

Kit holds a Bachelor's Degree in Finance from the University of Hertfordshire, UK.



DR. JOE PRAMESH GANESAGURU

MALAYSIAN

MALE

AGE 51

Chief Executive Officer – Ancom Truelife Sdn. Bhd. ("Ancom Truelife")

Dr. Joe has been involved in the nutraceutical industry for the past 14 years since 2012. He founded Truelife Sciences Holdings Sdn. Bhd. in 2017 and has since built a brand name for the numerous products to its name.

Fronting this health information and knowledge to the community, he has introduced 1Twenty80, a community health magazine with e-updates on the social media in bringing and creating awareness on healthy lifestyle and the latest news on the health scene.

Dr. Joe and ANB formed Ancom Truelife in 2022 as ANB's quest to diversify its business continues with him taking the helm as its CEO, spearheading Ancom Truelife's foray in the healthcare market locally and in the South East Asian region under

the brand of Healthy Nation.

Dr. Joe's contributions to the industry have been widely recognised, including his receipt of the Asia Pacific Entrepreneurship Award in 2018 and his appointment in 2026 as a member of the Industry Advisory Panel of the Net-Zero Greenhouse Gas Consortium, Universiti Sains Malaysia, for the 2026-2029 term.

Dr. Joe holds a Higher Education Certificate with Distinction from Liverpool John Moores University, UK (1996), a Diploma in Human Resources from the University of Malaya (1999), and a Honorary Doctorate in Business and Healthcare Entrepreneurship by Wilmington Metropolitan University, USA (2025).

Notes:

1. Except for Siew Ka Kheong (who is the brother of Dato' Siew Ka Wei), none of the Key Senior Management has any family relationship with any Director and/or major shareholder of the Company.
2. Other than the Recurrent Related Parties Transactions disclosed on page 295 of this Annual Report, the Key Senior Management does not have any financial interest in any business arrangement involving the Group.
3. None of the Key Senior Management has any business interest that competes and conflicts with their positions in the Group.
4. Other than traffic offences (if any), none of the Key Senior Management has been convicted of any offence within the past five (5) years, nor has any public sanction or penalty been imposed by the relevant regulatory authorities during the financial year.
5. Other than Dato' Siew Ka Wei and Datuk Lee Cheun Wei, none of the Key Senior Management serves as a director of any other public companies or listed issuers.

Management Discussion and Analysis



DEAR SHAREHOLDERS,

IT IS MY PLEASURE, ON BEHALF OF THE BOARD OF DIRECTORS (THE “BOARD”) OF ANCOM NYLEX BERHAD (“ANB”, THE “GROUP”, OR THE “COMPANY”), TO PRESENT THE MANAGEMENT DISCUSSION AND ANALYSIS FOR THE FINANCIAL YEAR ENDED 31 MAY 2026 (“FY2026”).

– Dato' Siew Ka Wei Executive Vice Chairman

DELIVERING NEAR-RECORD RESULTS IN A DEMANDING YEAR

FY2026 tested the resilience of businesses worldwide. The operating environment was shaped by an unusual confluence of challenges – a renewed escalation of trade war that prolonged trade negotiations, conflicts in the Middle East and disruptions at the Strait of Hormuz, a critical maritime chokepoint. Together, these factors injected volatility in the global energy markets and shipping routes. Meanwhile, a weaker US dollar throughout most of FY2026 weighed on the selling prices of our chemical products and reduced the Ringgit value of our export earnings.

Closer to home, the Malaysian government moved forward with subsidy rationalisation, wage-related reforms, and a broadened Sales and Service Tax framework to bolster fiscal sustainability and raise household incomes over the long term. Although these measures support long-run economic and fiscal resilience, they have added to near-term cost pressures and inflation risks for domestic manufacturers and producers.



FY2026 REVENUE:

RM1.93
billion



FY2026 PBT:

RM118.5
million



Highest-Ever



FY2026 Net Profit:

RM81.4
million

Management Discussion and Analysis

It is against this demanding backdrop that the Group's performance in FY2026 stands out. For the financial year under review, ANB delivered highest-ever profit before tax ("PBT") of RM118.5 million while net profit attributable to owners of the parent ("net profit") was at RM81.4 million – broadly matching the all-time high of RM81.5 million achieved in FY2024. This was supported by improved margins and operational efficiency in the Industrial Chemicals distribution business, a steady underlying demand in the Agrichemicals segment, and continued attention to cost management across all divisions. Taken together, these factors underscore the sustained and continuous progress made by management in recent years.

Reflecting the commendable results, the Board rewarded shareholders with three dividends, comprising cash dividends and distributions of treasury shares.

FY2026 also marked a significant milestone with the final product registration approval in Brazil for our core active ingredient for soybean application. The approval, received and publicly published in the first quarter of calendar year 2026, expands our addressable market into a crop segment with a total planted area larger than the sugarcane segment we currently serve.

FY2026 ALSO MARKED A SIGNIFICANT MILESTONE WITH THE FINAL PRODUCT REGISTRATION APPROVAL IN BRAZIL FOR OUR CORE ACTIVE INGREDIENT FOR SOYBEAN APPLICATION.



ABOUT ANCOM NYLEX BERHAD

Established in 1969 and with a heritage spanning more than five decades, ANB is one of Southeast Asia's leading integrated chemical groups. The Group specialises in the manufacturing and distribution of agrichemical and industrial chemical products.

The Company was originally incorporated as Ansul (Malaysia) Sdn. Bhd., a pioneer manufacturer of agricultural chemicals in Malaysia, and was listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities") under the former name, Ancom Berhad. Following the acquisition of the entire business operations of Nylex (Malaysia) Berhad in January 2022, the Company adopted its present name, Ancom Nylex Berhad, in April 2022. ANB is also the holding company of Ancom Logistics Berhad ("ALB"), which is listed on the ACE Market of Bursa Securities.





Agrichemicals Division

The Agrichemicals division develops, manufactures, and markets crop protection products and timber preservatives. We stand as the only large-scale producer of active ingredients for herbicide in Southeast Asia – a position that also makes us a key player in the wider Asia Pacific market – and are the largest contributor to the Group's earnings.

Central to the division's operations are its two active ingredient manufacturing plants in Shah Alam and Klang, Selangor. Active ingredients are the chemical compounds that give pesticides – herbicides, insecticides, and fungicides – their efficacy. Our portfolio of active ingredients includes MSMA, Diuron, Monex, timber preservatives, Bromacil, Ester, and Tebuthiuron. These form the foundation of, and complement, a broad range of technical and formulated products that we can cater to our diverse plantation customers both locally and abroad.

In line with our strategy to reinforce market leadership and move up the value chain, ANB continuously and progressively plan to expand the number of active ingredients manufactured in-house through our facility in Port Klang, Selangor. The facility is designed to accommodate further capacity expansion when required.

The crop protection and timber preservatives businesses are largely export-oriented, with overseas sales accounting for more than two-thirds of its revenue and customers in over fifty countries across North and South America, Asia, Africa, and Oceania. Our active ingredients are primarily used in sugarcane, soybean, corn, wheat, cotton, pineapple, and oil palm cultivation. Beyond manufacturing, the division complements its product portfolio with downstream services — including pest control, and farm feed and nutritional supplies — providing customers with a more comprehensive agricultural solution.

Our portfolio of active ingredients includes MSMA, Diuron, Monex, timber preservatives, Bromacil, Ester, and Tebuthiuron. These form the foundation of, and complement, a broad range of technical and formulated products that we can cater to our diverse plantation customers both locally and abroad.

The Agrichemicals division is held via a wholly owned intermediate holding company of ANB, Ancom Agrichemical Sdn. Bhd. Key subsidiaries of the division are:

- Ancom Crop Care Sdn. Bhd.
- Timber Preservatives Industries Sdn. Bhd.
- Entopest Environmental Services Sdn. Bhd.
- Common Feed Sdn. Bhd.
- Vanguard Express Sdn. Bhd.
- Shennong Animal Health (Malaysia) Sdn. Bhd.
- Vemedim Sdn. Bhd.
- H.J. Unkel Chemicals Sdn. Bhd.
- Flexis Solutions Sdn. Bhd. ("Flexis")

Management Discussion and Analysis



Industrial Chemicals Division

The Industrial Chemicals division generates the largest share of the Group's revenue, reflecting the high-volume nature of its distribution and trading activities. The division operates through two core segments: manufacturing and distribution.

On the manufacturing side, the division mainly produces phosphoric acid, adhesives, polyurethane, ethanol and sealants. The companies supporting our manufacturing operations are:

- Nylex Specialty Chemicals Sdn. Bhd.
- Speciality Phosphates (Malaysia) Sdn. Bhd.
- Kumpulan Kesuma Sdn. Bhd.
- Wedon Sdn. Bhd.
- Colorex Sdn. Bhd.
- Fermpro Sdn. Bhd.

The distribution segment, meanwhile, supplies an extensive range of petrochemicals and industrial chemicals to customers across the Asia Pacific region through the following companies:

- Perusahaan Kimia Gemilang Sdn. Bhd. and its subsidiaries, namely:
 - Dynamic Chemical Pte Ltd
 - Perusahaan Kimia Gemilang (Vietnam) Company Ltd
 - PT PKG Lautan Indonesia
 - Ancom Kimia Sdn. Bhd.
- CKG Chemicals Pte Ltd



Polymer Division

The Polymer division is organised around four key business units:

- **Films and Coated Fabrics:** Manufactures high-quality, value-added synthetic leather such as polyvinyl chloride ("PVC") and polyurethane ("PU") leathercloths, films, and sheets using casting and calendaring technology.
- **Geosynthetics:** Produces geosynthetic drainage products for the construction and civil engineering industries.
- **Rotomoulding:** Manufactures custom moulds, serving the industrial chemicals, road safety, and landscaping industries.
- **Trading:** Markets and distributes polymer products through a combination of distributors and direct sales to industrial customers, serving a broad range of international markets, including ASEAN, Australia, India, Sri Lanka, China, Korea, the Middle East, Indian Ocean Islands, and Africa.

These activities are anchored by two manufacturing facilities, in Shah Alam, Selangor, and Surabaya, East Java, Indonesia. Companies involved in the Polymer division are:

- PT Nylex Indonesia
- Nylex Polymer Marketing Sdn. Bhd.



Logistics Division

The Logistics division underpins the Group's chemical operations with integrated logistics support, encompassing the management and chartering of vessels for chemical transport, the operation of tank farms and terminals for bulk liquid chemical storage, and land-based bulk chemical transportation.

The companies in this division include:

- ALB Marine Sdn. Bhd.
- Ancom Nylex Terminals Sdn. Bhd.
- Pengangkutan Cogent Sdn. Bhd.
- One Chem Terminal Sdn. Bhd.

Management Discussion and Analysis

REVIEW OF FINANCIAL RESULTS

RM million	FY2026	FY2025	YoY Change	
			RM million	%
Revenue	1,926.4	1,874.6	51.8	2.8%
Gross profit	347.2	309.0	38.2	12.4%
Profit before tax	118.5	99.1	19.4	19.6%
Net profit	81.4	63.5	17.9	28.2%
Gross profit margin	18.0%	16.5%	-	1.5 ppt
Net profit margin	4.2%	3.4%	-	0.8 ppt

*ppt = percentage point

Revenue

For the financial year under review, the Group recorded revenue of RM1.93 billion, a 2.8% increase from RM1.87 billion in the previous year. The improvement was mainly supported by the Industrial Chemicals segment, which saw higher average selling prices toward the end of FY2026, in line with movements in crude oil prices.

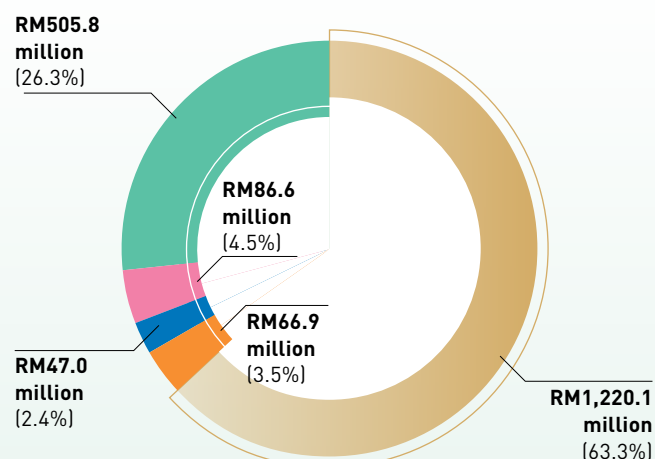
Profitability

Gross profit for the year increased 12.4% year-on-year ("YoY") to RM347.2 million from RM309.0 million, outpacing the 2.8% growth in revenue and widening the gross profit margin by 1.5 percentage points to 18.0%, the highest level in more than a decade. The improvement was supported by higher margins in the Industrial Chemicals distribution business, reflecting higher average selling prices as commodity prices moved in line with the higher crude oil prices.

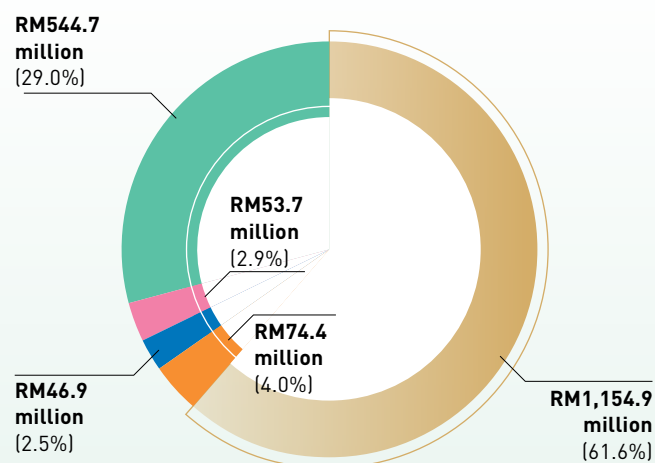
The Group posted a profit before tax ("PBT") of RM118.5 million, 19.6% YoY above the RM99.1 million recorded in FY2025 and the best-ever in the Group's history. Net profit for the year stood at RM81.4 million, an increase of 28.2% from RM63.5 million, and marginally below the record of RM81.5 million achieved in FY2024.

SEGMENTAL ANALYSIS

FY2026 REVENUE: RM1,926.4 MILLION



FY2025 REVENUE: RM1,874.6 MILLION



● Agrichemicals
 ● Industrial Chemicals
 ● Polymer
 ● Logistics
 ● Investment Holdings & Others

Management Discussion and Analysis

Agrichemicals Division

Agrichemicals revenue for FY2026 stood at RM505.8 million, against RM544.7 million in FY2025. The underlying demand growth was masked by the weaker United States Dollar ("USD"), which reduced the Ringgit value of the division's USD-denominated revenue – a material exposure, given that export markets accounted for 50% of divisional revenue. The same currency effect carried through to earnings, with Segmental PBT of RM89.9 million versus RM93.2 million in FY2025. Nevertheless, the Agrichemicals division continued to be ANB's key earnings contributor, being the biggest contributor of the Group's PBT. Segmental PBT margin remains healthy at 17.8%, reflecting the resilience of the division as one of the key regional producers of active ingredients for herbicide.

Industrial Chemicals Division

Industrial Chemicals revenue increased 5.6% YoY to RM1.22 billion in FY2026 from RM1.15 billion, reflecting firmer selling prices in line with crude oil price movements during the year. The division accounted for 63.3% of Group revenue, up from 61.6% in FY2025. Segmental PBT rose at a higher pace, advancing 129.0% YoY to RM49.0 million in FY2026 from RM21.4 million in FY2025, on the back of improved profit margins on higher average selling prices in the distribution business.

Logistics Division

Logistics revenue was largely unchanged at RM47.0 million, compared with RM46.9 million in the preceding financial year, while Segmental PBT moderated to RM6.8 million from RM8.5 million on higher repair and maintenance costs.

Polymer Division

Revenue for the Polymer division stood at RM66.9 million in FY2026 compared with RM74.4 million in the previous year, mainly reflecting softer market demand. This decline pushed the division into a segmental loss before tax of RM2.0 million, versus a segmental PBT of RM3.7 million in FY2025.

Investment Holding and Others Division

This segment consists of the Group's investment holding activities together with its remaining non-core operations in information technology, media, and engineering and supply of medical equipment. Segmental revenue increased to RM86.6 million from RM53.7 million in FY2025, while the segmental loss before tax decreased narrowed slightly to RM26.6 million from RM27.4 million primarily driven by higher revenue.

REVIEW OF FINANCIAL POSITION

RM million	As at 31-May-26	As at 31-May-25
Total Assets	1,392.8	1,249.8
Total Liabilities	728.2	612.8
Shareholders' Equity	627.3	600.5
Total Borrowings	359.4	323.1
Short Term Borrowings	331.9	291.2
Cash and Bank Balances	110.3	151.1
Net Operating Cash Flow	43.8	107.0
Net Assets/Share (RM)	0.59	0.56
Net Gearing (times)	0.40	0.29

Total assets as at 31 May 2026 rose to RM1.39 billion, increased from RM1.25 billion a year earlier. The increase was concentrated in trade receivables and inventories held in support of the stronger business activity in the last quarter of FY2026. The higher receivables was largely a function of stronger average selling prices during that period. Cash and bank balances, including short-term deposits, amounted to RM110.3 million as at year end, against RM151.1 million previously.

Total liabilities increased to RM728.2 million from RM612.8 million, driven by higher working capital requirements. Borrowings accounted for RM359.4 million, up from RM323.1 million a year earlier, with RM331.9 million, or 92.3%, comprising short-term facilities aligned to the working capital cycle. This reflects the greater utilisation of short-term trade financing to support elevated fourth-quarter receivables. Shareholders' equity closed the year at RM627.3 million, compared with RM600.5 million as at 31 May 2025.

Net Gearing Ratio

The Group's net gearing ratio stood at 0.40 times as at 31 May 2026, compared with 0.29 times a year earlier. The increase primarily reflects additional working capital deployed to support business requirements in the last quarter of FY2026 rather than any change in funding strategy. The ratio remains within the range the Group considers appropriate for its earnings base.

Net Operating Cash Flow

Net operating cash flow ("NOCF") remained positive for the ninth consecutive year, amounting to RM43.8 million compared with RM107.0 million in FY2025. The lower figure mainly reflects increased trading activities in the final quarter of FY2026, which led to higher receivables and inventories; these are expected to normalise as collections come in over the coming months or early FY2027. Maintaining positive NOCF despite elevated working capital requirements underscores the Group's continued discipline in managing liquidity.

Management Discussion and Analysis

CORPORATE EXERCISES AND DEVELOPMENTS

Restructuring of the Industrial Chemicals Business via Proposed Disposal of up to 50% of Maxlive to TOPNEXT

In December 2025, the Group, via its wholly-owned subsidiary Nylex Holdings Sdn. Bhd., entered into a non-binding term sheet for the proposed disposal of up to 50% equity interest in Maxlive to Thailand-based chemical distributor TOPNEXT International Company Limited ("TOPNEXT") for a total cash consideration of USD18.6 million ("Proposed Transaction"). Under the restructuring, ANB will inject the entire equity interest in six subsidiaries – spanning our industrial chemical distribution and chemical tank farm operations – into Maxlive.

TOPNEXT is a subsidiary of Thai Oil Solvent Company Limited, which is in turn a subsidiary of Thai Oil Public Company Limited, a leading complex refinery in Thailand.

The Proposed Transaction would consolidate our industrial chemical distribution and tank farm businesses under a single, more cohesive operating structure, and establish a strategic partnership with TOPNEXT to broaden the Group's product offerings and market reach in Malaysia and Singapore. Upon completion, ANB would retain control over Maxlive, whose financial results will continue to be consolidated into the Group.

Proceeds will be applied towards working capital, repayment of borrowings, and general corporate purposes.

Acquisitions

In June 2025, the Group completed the acquisition of 80% equity interest in Flexis Solutions Sdn. Bhd. ("Flexis") for a total cash consideration of RM8.5 million. The vendor retained a 20% stake in Flexis and has provided a profit guarantee of RM2.0 million profit after tax ("PAT") for each of the financial years ending 31 May 2027 and 31 May 2028. Flexis is principally involved in the trading of chemical products.

Additionally, we completed the acquisition of a 60% equity interest in H2H Medicare Group Sdn. Bhd. ("H2H") in July 2025, for a cash consideration of RM5.0 million. The vendor retained his 40% stake in H2H and has similarly provided a profit guarantee of RM2.0 million PAT for each of the financial years ending 31 May 2027 and 31 May 2028.

Both acquisitions are consistent with the Group's approach of pursuing earnings-accretive opportunities and strengthening our income stream.

Proposed Acquisition of Green Lagoon Technology Sdn. Bhd. ("GLT")

We would like to provide an update regarding the proposed Reverse Take-Over of GLT into ALB ("Proposed RTO"). This was first announced in April 2024 and supplemented in April 2025 and October 2025, primarily comprises the following:

- (a) Proposed share subscription of 16.92% of GLT by ANB for RM22 million in cash;
- (b) Proposed acquisition by ALB of the entire share capital of GLT for RM120 million by issuing 1 billion new ALB shares at RM0.12 per share, to be listed and tradeable on the ACE Market;
- (c) Proposed exemption under subparagraph 4.08(1)(a) of the Rules on Take-overs, Mergers and Compulsory Acquisitions for the vendors, other GLT shareholders and their persons acting in concert from the obligation to undertake a mandatory offer for the remaining ALB shares not owned by them pursuant to the above; and
- (d) Proposed disposal by ALB of all its subsidiaries to ANB at a value to be determined based on an independent valuation and mutually agreed terms.

Management Discussion and Analysis

DIVIDENDS

In appreciation of shareholders' continued support, and reflecting the Group's healthy earnings and cash generation, the Board declared three interim dividends for FY2026:

- 1) **1st Interim Dividend:** 1.0 sen per share paid on 21 August 2025.
- 2) **2nd Interim Dividend:** One (1) treasury share for every one hundred (100) ANB shares held, completed on 12 May 2026.
- 3) **3rd Interim Dividend:** 0.5 sen per share along with a distribution of treasury shares on the basis of one (1) treasury share for every two hundred (200) shares.

The share subscription of 16.92% in GLT by ANB was completed in June 2026. Progress on the remaining components of the exercise is ongoing, and management remains committed to completing the Proposed RTO.

Upon completion of the exercise, ALB will cease to be a subsidiary of ANB and will become an associate company of ANB. These initiatives will enable ANB's strategic restructuring and streamlining of our chemical businesses under one entity, positioning the Group as a more integrated chemical distribution player.

A homegrown environmental solutions company, GLT focuses on the engineering, design, and technology for anaerobic lagoon Biogas-to-Power projects involving Palm Oil Mill Effluent. The proposed acquisition reinforces ANB's environmental commitment – turning biogas waste into a valuable resource – and moves the Group closer to our target of achieving lower-carbon emissions by 2027.

FY2026 DIVIDENDS

Three interim dividends declared in respect of
the financial year ended 31 May 2026

1st Interim Dividend:

1.0 sen
per share

Cash dividend

Paid on 21 August 2025

2nd Interim Dividend:

1 for 100
1 treasury share for
every 100 shares held

Treasury shares distribution

Completed on 12 May 2026

3rd Interim Dividend:

0.5 sen
per share

1 for 200
1 treasury share for
every 200 held

Cash and treasury shares distribution

Completed on
15 September 2026

Disciplined and responsible financial management remains a cornerstone of the Board's approach – carefully weighing shareholder rewards against the need to preserve balance sheet strength and to fund the strategic initiatives that will drive ANB's next phase of growth. Accordingly, the Board seeks to deliver a steady and sustainable stream of dividends, taking into account the Group's operating cash flow, financial commitments, and capital expenditure plans. As our earnings base expands, we endeavour to grow shareholder returns in step with the strength and trajectory of the business.

Management Discussion and Analysis

ANTICIPATED OR KNOWN RISKS

Supply Chain Disruptions

Any interruption along our supply chain could affect the continuity of the Group's operations and, by extension, our financial performance – a risk brought into sharp focus in FY2026 when tensions in the Middle East disrupted key shipping lanes. We manage this exposure through close, ongoing engagement with suppliers to identify potential disruptions early, and by holding buffer inventories of critical raw materials where warranted. Efforts to broaden our sourcing base across suppliers and geographies are ongoing, although China's position as the world's largest producer of many chemical intermediates means that full diversification will take time and careful planning.

Fluctuations in Input Costs

As an integrated agrichemical and industrial chemical player, the Group depends on inputs such as chemical intermediates, petroleum-based raw materials, and logistics services, and swings in their prices can influence our procurement strategy and overall profitability. Geopolitical conflicts in Eastern Europe and the Middle East, together with trade tensions between the US, China, and other economies, continue to inject uncertainty into the availability and cost of certain raw materials, while freight and energy costs proved volatile during the year under review. We respond by staying close to suppliers and business partners to keep abreast of market developments, adjusting our sourcing strategies as conditions evolve, and drawing on longstanding supplier relationships to manage cost pressures. Where appropriate, adjustments to average selling prices also help to cushion the impact of rising input costs.

Natural Disasters

The Agrichemicals division is exposed to climate-related events – floods, wildfires, and droughts – in the regions where our customers operate. Severe damage to crops and plantations can dampen demand for crop protection products, while weather phenomena such as El Niño can bring prolonged heat and dry spells that alter planting patterns. We mitigate this risk by monitoring climatic conditions continuously and maintaining active dialogue with customers and suppliers so that operational responses can be adjusted in good time. Our diversified footprint, serving customers in more than 50 countries, also cushions the Group against climate events confined to any single region.

Changes in Regulations and Government Policies

Across the jurisdictions in which we operate, the Group must comply with regulations and policies prescribed by the respective local authorities. Regulatory scrutiny is particularly intense in the agrichemicals space, where commercialisation is conditional upon meeting standards that differ from country to country. We address this through sustained engagement with regulators as an integral part of our risk management framework, which keeps us informed of emerging requirements and positions us to adapt early to regulatory changes while maintaining compliance across our portfolio.

RIDING NEW GROWTH CATALYSTS INTO FY2027

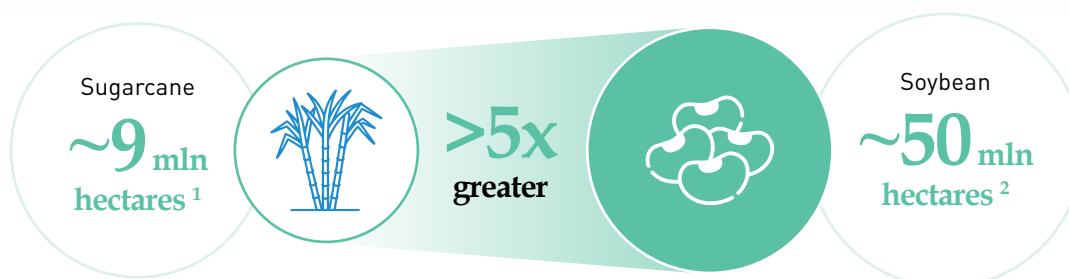
We enter FY2027 with a sense of confidence and steady optimism. The initiatives we have put in place over the past several years have strengthened the Group's foundations and are now beginning to shape a more resilient platform for future growth.

Commercialising the Soybean Opportunity

With the soybean label approval in Brazil now publicly published, the Group's core active ingredient product can be marketed for a crop whose planted area – forecast by the United States Department of Agriculture ("USDA") to reach approximately 50 million hectares ("ha") in the 2026/27 season – is more than five times larger than the roughly 9 million ha of the sugarcane segment we currently serve. Initial orders are gradually flowing in, and we expect momentum to build as we expand our reach into the soybean plantations.

Management Discussion and Analysis

Soybean: A large-hectarage crop in Brazil, with total planted area five times larger than sugarcane¹



Source: (1 MapBiomass), (2 U.S Department of Agriculture)

Importantly, we have ready capacity to seize this exciting opportunity, and we intend to leverage our leading position in the product and established distribution network in Brazil to accelerate market penetration. We are upbeat that this new crop segment will become a meaningful contributor to the Agrichemicals division's growth in the years ahead. In support of rising sales volumes, the Group has also identified a potential warehouse acquisition, with the evaluation process ongoing, and stands ready to scale MSMA capacity as demand grows.

Scaling Our New Active Ingredients

As part of our efforts to widen our portfolio of active ingredients and deepen our presence across the value chain, we continue to invest in expanding new capabilities to produce more active ingredients.

The active ingredient that commenced commercial production in April 2025 continued to ramp up gradually during the financial year under review, supported by the in-house manufacture of its key intermediate chemicals. We are securing orders in new markets while continuing to explore opportunities in additional geographies.

In parallel, another new active ingredient is in the pipeline, targeting cereal, soybean and corn plantations. The progress went well during the year – with machinery installation was completed, trial runs commenced thereafter, and Pioneer Status was successfully obtained from the Malaysian Investment Development Authority ("MIDA"). This paves the way for commercial production in due course.

Each addition strengthens our synthesis capabilities and reinforces our standing as Southeast Asia's sole large-scale producer of active ingredients for herbicide.



Management Discussion and Analysis

Industrial Chemicals

Within the Industrial Chemicals division, we have embarked on a strategic restructuring to consolidate our industrial chemical distribution and chemical tank farm operations under a single entity, Maxlive, in conjunction with the proposed disposal of up to 50% equity interest in Maxlive to TOPNEXT. Beyond unlocking value, this partnership brings together complementary strengths that we expect to broaden our product offerings, deepen cross-selling opportunities, and widen our regional reach. The exercise is progressing well, and we look forward to building on this collaboration as a foundation for further growth in the chemical products business.

Looking ahead, the division benefitted during the year from firmer selling prices on the back of higher crude oil prices, and we will continue to monitor market conditions carefully, mindful that the same dynamics could reverse should crude oil prices soften. Underpinned by improved operational efficiency and a more cohesive operating structure, we remain confident of sustaining the division's earnings momentum into FY2027.

Advancing Our Environmental, Social, and Governance ("ESG") Agenda

At ANB, ESG considerations remain at the core of how we run our business, guiding our decisions to ensure a sustainable future for the Group and the communities we serve. Our sustainability agenda is captured in our theme, "Embracing Chemicals for a Sustainable Tomorrow", which is built on three pillars, Innovating for a Greener Future (Environment), Fostering Community with Chemistry (Social), and Chemical Stewards for Good Governance (Governance) and is anchored by tangible commitments, including our target of achieving lower-carbon emissions by 2027.

We continued to chart meaningful progress across all three pillars during the year which include energy-efficiency initiatives and fleet modernisation on the environmental front, providing scholarships to B40 students, training, and community programmes, anti-corruption awareness and initiatives, and the proactive alignment of our sustainability reporting with the IFRS S1 and S2 standards, ahead of the mandatory National Sustainability Reporting Framework ("NSRF") requirements.



More notably, our ESG journey reached a landmark moment in June 2026 with ANB's induction into the FTSE4Good Bursa Malaysia and FTSE4Good Bursa Malaysia Shariah Indices with a 4-star rating. A 4-star rating, the highest grading band, places ANB in the top 25% by ESG ratings amongst Malaysian public-listed companies assessed by FTSE Russell. This recognition is a testament to the dedication and hard work of our sustainability team, whose efforts across the Group made this milestone possible. Further details on our sustainability journey are set out in the Sustainability Statement section of this Annual Report.

Navigating the Environment with Vigilance

While we are energised by the catalysts ahead, we remain clear-eyed about the operating environment. Global trade policy remains fluid, with tariff measures and trade negotiations continuing to evolve, and geopolitical tensions – particularly in the Middle East – capable of reintroducing volatility into energy, freight, and raw material markets at short notice. The impact of US tariffs on our business remains manageable and we continue to monitor developments closely. On the currency front, the natural hedge, stemming from our foreign-currency input purchases and export-led revenue base, helps moderate the impact of exchange rate fluctuations. However, a sustained strengthening of the Ringgit would still erode the translated value of our export earnings.

Weather patterns also warrant close attention, given the direct bearing of the El Niño–Southern Oscillation ("ENSO") cycle on our agricultural end-markets. An El Niño event typically brings prolonged heat and altered rainfall patterns to key growing regions, which can delay planting, reduce planted acreage, and dampen demand for crop protection products.

In July 2026, the US National Oceanic and Atmospheric Administration ("NOAA") issued an El Niño Advisory, with conditions expected to strengthen through late 2026 and highly likely to persist into early 2027. Certain forecast models suggest the event could develop into a strong episode – what some observers have termed a potential "super El Niño" – although forecast uncertainty at this stage still remains.

Management Discussion and Analysis

Should such conditions materialise, they may coincide with the upcoming planting season in the southern hemisphere, and we are therefore monitoring developments closely while maintaining active dialogue with customers and distributors so that production planning and inventory positioning can be adjusted ahead of any demand shifts. Importantly, our diversified presence across more than 50 countries and multiple crop types provides a meaningful buffer, as El Niño's effects vary by region – bringing drier conditions to some of our markets while others experience normal or even improved rainfall.

All things considered, we enter FY2027 from a position of strength – with new markets opening, new products scaling, and a healthy and improving balance sheet behind us. While we remain watchful of the uncertainties ahead, we are confident that the growth catalysts now in motion, underpinned by operational discipline and prudent financial management, will enable the Group to carry this momentum forward and deliver enduring value to our stakeholders. Barring unforeseen circumstances, we look forward to a stronger FY2027.

ACKNOWLEDGEMENTS

FY2026 ASKED A GREAT DEAL OF OUR PEOPLE, AND THEY DELIVERED. ON BEHALF OF THE BOARD, I EXTEND MY SINCERE APPRECIATION TO THE ENTIRE ANCOM NYLEX TEAM, WHOSE GRIT, ADAPTABILITY, AND DEDICATION TURNED A DEMANDING YEAR INTO A NEAR-RECORD ONE – PROOF OF WHAT WE CAN ACHIEVE WHEN GUIDED BY SHARED PURPOSE AND DETERMINATION.

I am equally grateful to our stakeholders – our shareholders, customers, business partners, bankers, and suppliers – for their unwavering support. Your continued trust and collaboration have been instrumental in carrying us forward and in creating lasting value together.

The year under review also brought changes to the composition of our Board. Datuk Dr. Abd Hapiz Bin Abdullah relinquished his role as Independent Non-Executive Director in October 2025. We record our appreciation for his invaluable counsel and contributions during his tenure, and wish him the very best in his future endeavours.

I am also pleased to extend a warm welcome to Datuk Seri Kamaludin Bin Md Said, who joined the Board as an Independent Non-Executive Director in March 2026. Datuk Seri Kamaludin brings with him a wealth of legal, regulatory, and governance expertise, drawn from a distinguished career spanning the

Attorney General's Chambers and the Malaysian Judiciary, and has been contributing positively to the Board's deliberations since his appointment.

My closing words belong to my fellow Board members, whose professionalism, wisdom, and camaraderie have been a constant source of strength. It is a privilege to serve alongside each of you, and I am confident that, under our collective guidance, the Group will continue to forge ahead, scale new heights, and create enduring value for all our stakeholders.

Dato' Siew Ka Wei

Executive Vice Chairman

Sustainability Statement

ABOUT THIS REPORT

A Culture of Compliance and Shared Value

AT ANB, WE BELIEVE A COMPANY'S RESILIENCE CANNOT BE ESTABLISHED BY POLICY ALONE; IT MUST BE LIVED EVERY DAY THROUGH THE COLLECTIVE OWNERSHIP OF OUR TEAMS ACROSS THE REGION; IT RELIES ENTIRELY ON A WORKFORCE THAT ACTIVELY EMBRACES ACCOUNTABILITY AT EVERY SINGLE LEVEL. THIS SUSTAINABILITY STATEMENT STANDS, FIRST AND FOREMOST, AS A TRIBUTE TO OUR REGIONAL TEAMS ACROSS MALAYSIA, INDONESIA, SINGAPORE, AND VIETNAM. IT RECOGNISES THEIR DAILY DISCIPLINE IN SUCCESSFULLY TRANSLATING OUR HIGH-LEVEL ENVIRONMENTAL AND SOCIAL ASPIRATIONS INTO PRACTICAL, MEASURABLE OUTCOMES ON THE GROUND.

Marking five years of progressive sustainability disclosures, Ancom Nylex Berhad ("ANB") and our subsidiaries ("the Group") present an evolved Sustainability Statement that reflects our growing corporate maturity and deepened operational governance.

This year's statement represents a deliberate step forward in our transparency journey, offering our stakeholders a clear and verifiable window into how we operate. By refining our data tracking and embedding sustainable thinking into our core business units from agricultural and industrial solutions to logistics, we ensure our growth directly supports a stable future. This structured approach provides our investment partners with clear line-of-sight into how we link corporate responsibility to long-term economic value. More importantly, it celebrates the collective dedication of our people, whose shared ownership remains the ultimate driving force behind ANB's sustainable progress.

STATEMENT OF COMPLIANCE

This Sustainability Statement 2026 ("SS2026") has been prepared with reference to IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) as adopted in Malaysia under the National Sustainability Reporting Framework ("NSRF"). It also serves the sustainability disclosure obligations set out in Practice Note 9 ("PN9") of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"). We have applied the transition provisions available to us in these early years of NSRF reporting, and Appendix I on page 133 sets out where each has been used.

FY2026 is our first reporting cycle under the NSRF. We have taken up the transitional provisions available to us in a limited way, and are phasing in full application across a structured multi-year roadmap. Our disclosures currently carry qualitative assessments of financial effects, prioritised Scope 3 categories and established climate risk frameworks. At the same time, we continue to strengthen our data systems ahead of full quantitative integration in FY2027.

Reporting Framework

To identify, measure, and disclose sector-specific sustainability risks and opportunities across our core chemical manufacturing and logistics operations, the Group has incorporated the relevant SASB Industry Standards as required by IFRS S1. Greenhouse gas ("GHG") emissions accounting is conducted in alignment with the GHG Protocol Corporate Standard. Furthermore, SS2026 incorporates the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"), Bursa Securities' Sustainability Reporting Guide (3rd Edition), and the FTSE4Good Index assessment criteria, while referencing the Global Reporting Initiative ("GRI") Standards and the United Nations Sustainable Development Goals ("UN SDGs").

Sustainability Statement

REPORTING BOUNDARIES & FINANCIAL STATEMENT CONNECTIVITY

SS2026 covers the financial period from 1 June 2025 to 31 May 2026 ("FY2026") and should be read in conjunction with the Group's Audited Consolidated Financial Statements for the same period.

To maintain reporting integrity and strict financial connectivity:

- **Organisational Boundary:** The consolidation boundary for sustainability financial disclosures is fully aligned with that of the Group's financial statements. Disclosures encompass primary operating entities across Malaysia, Indonesia, Singapore, and Vietnam across our five core operating divisions: Agricultural Chemicals, Industrial Chemicals, Polymers, Logistics, and Investment Holdings & Others.
- **Presentation Currency:** All monetary values are presented in Ringgit Malaysia ("RM") and rounded to the nearest thousand ("RM'000"), unless explicitly stated otherwise.

Defining Our Time Horizons

The Group assesses sustainability-related risks and opportunities across three time horizons:

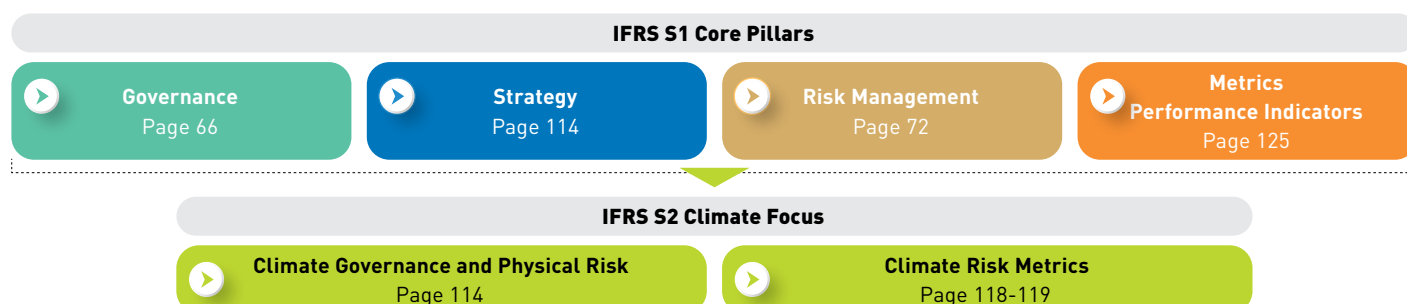
Horizon	Period	Strategic Context & Application
Short-term	FY2026	Aligned with annual operational budgets, immediate resource allocations, and near-term capital expenditure decisions.
Medium-term	FY2027 – FY2030	Aligned with the Group's mid-term strategic business plan and interim corporate ESG targets.
Long-term	FY2031 – FY2050	Aligned with strategic asset lifecycle planning and Malaysia's national ambition to achieve net-zero carbon emissions by 2050.

Note on Prior Year Restatements

Certain comparative indicators previously reported for FY2024 and FY2025 have been restated in this Statement. Appendix I on page 133 sets out each restated metric, the figure reported in SS2025, the restated figure, the difference and the reason. The restatements arise from four sources: the correction of prior-period computational errors, changes in the measurement basis of certain intensity and water indicators, reclassifications of certain subsidiaries between operating divisions, and a change in the composition of the reporting boundary. Other than the correction of FY2024 Scope 2 emissions, Group-wide absolute emissions totals are unaffected, and no restatement reflects a change in underlying performance.

REPORTING APPROACH

The framework sets out six transitional provisions, of which we have relied on one, and only in part, in respect of Scope 3 greenhouse gas emissions. Our position on each of the six is set out in Appendix I, Transition Reliefs, on page 133. FY2025 is our base year, and we present comparatives for both FY2024 and FY2025; we report on every material environmental, social and governance topic rather than on climate alone; and this Statement covers all five operating divisions. Our sustainability disclosures are connected to specific financial statement line items where practicable, and we will deepen that connection over the coming reporting cycles.



Sustainability Statement

GOVERNANCE, ASSURANCE & DATA INTEGRITY

This report contains forward-looking statements regarding the Group's future strategies, performance targets, and strategic priorities. These statements are based on current estimates, management projections, and reasonable assumptions at the time of publication. By their nature, forward-looking statements involve inherent risks, uncertainties, and potential shifts in macroeconomic, regulatory, or operational conditions. Actual outcomes may differ materially from those expressed or implied.

Disclaimer: Forward-looking statements represent management's expectations as of the date of approval and are not guarantees of future performance. They are not subject to an independent external audit.

Forward-looking statements in this Statement, including targets, plans, intentions and expected outcomes, are based on management's current assumptions and on information available at the date of approval. They are subject to risks, uncertainties and changes in regulation, technology, market conditions and data availability. Actual results may differ materially from those expressed or implied, and ANB does not undertake to update any forward-looking statement except as required by applicable listing or regulatory requirements.

Data Verification & External Assurance

To ensure data accuracy, internal control rigour, and transparency:

- Internal Management Review: All disclosures and metric calculations were reviewed and verified by internal data owners and relevant operational leads before approval by the Board of Directors.
- Independent External Assurance: Selected key performance indicators within SS2026 were subjected to independent limited assurance by Sterling Business Alignment Consulting Sdn. Bhd. in accordance with the ISAE 3000 (Revised) standard (Assurance Engagements Other than Audits or Reviews of Historical Financial Information).

The Independent Limited Assurance Statement, which sets out the scope, methodology, and conclusions of the engagement, accompanies this Statement in our Annual Report 2026.

Distribution And Feedback

This SS2026 is available for download from the ANB Annual Report 2026 on our corporate website at www.ancomnylex.com. At the same time, any feedback or queries can be sent to:

No. 2A, Jalan 13/2, Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia
Office: 603-7495 5000
Fax: 603-7495 5088
Email: kathleen@ancomnylex.com
Contact person: Kathleen Teh, Senior Manager, ESG (ANB)

Sustainability Statement

GROUP CEO STATEMENT



DEAR SHAREHOLDERS, COLLEAGUES, AND STAKEHOLDERS,

WHEN FTSE RUSSELL ANNOUNCED THEIR JUNE 2026 REVIEW, IT MARKED A DEEPLY MEANINGFUL AND PROUD MILESTONE FOR EVERY SINGLE ONE OF US IN THE ANB FAMILY. EARNING A PRESTIGIOUS FTSE 4-STAR ESG RATING, ALONGSIDE OUR OFFICIAL ADMISSION TO BOTH THE FTSE4GOOD BURSA MALAYSIA (F4GBM) AND FTSE4GOOD BURSA MALAYSIA SHARIAH (F4GBMS) INDICES, IS AN ACHIEVEMENT THAT FILLS MY HEART WITH IMMENSE GRATITUDE. THIS ISN'T JUST A CORPORATE RATING; IT IS A STORY OF WHAT HAPPENS WHEN HUNDREDS OF HANDS ACROSS DIFFERENT BORDERS WORK TOGETHER WITH A SHARED PURPOSE, DEEP CARE, AND UNWAVERING DEDICATION.

- Datuk Lee Cheun Wei Managing Director/Group CEO

TRANSLATING STRATEGIC FORESIGHT INTO PROGRESS

Looking back over the past year, I am reminded of just how resilient our people truly are. Across the global chemical manufacturing and logistics landscape, we all navigated complex macroeconomic headwinds, shifting supply chain dynamics, and accelerating energy transition mandates. In an industry where market conditions remain unpredictable, I have always believed that true leadership isn't about making speeches at boardroom meetings but about how effectively we translate strategic foresight into disciplined, day-to-day execution on the ground.

Earning a score of 3.8 out of 5.0 places our Group in the top 25% of public-listed companies across the FBM Emas Index universe and the top 9% within our ICB Supersector. But to me, this external recognition is far more than a corporate badge. It serves as a direct, heartfelt testament to the daily discipline, grit, and passion of our teams across Malaysia, Indonesia, Singapore, and Vietnam.

Our story this year was truly written on the ground. From our synthesis facilities in Selangor to our bulk liquid terminals in Port Klang and Kuantan, and aboard our maritime vessels, our regional workforce didn't just follow rules; they embedded sustainable thinking directly into the rhythm of their daily work.

Sustainability Statement

POSITIONED AT THE INTERSECTION OF AGRICULTURAL SECURITY AND CLEAN ENERGY

As Southeast Asia's sole large-scale producer of active ingredients for herbicides and an essential partner in industrial chemical distribution, ANB holds a vital responsibility in our regional economy. But our vision goes far beyond just maintaining commercial efficiency. We are actively shaping ANB into a lower-carbon, highly resilient industrial group built for long-term value creation.

To make this transformation a reality, we focused our energy across three core pillars:

Clean Energy Expansion

We expanded into lower-carbon sectors via Ancom Logistics Berhad's ("ALB") proposed acquisition of Green Lagoon Technology Sdn. Bhd. ("GLT"). By converting palm oil mill effluent ("POME") into renewable biogas power, the Group expects the project to contribute to lower-carbon energy generation upon completion of the proposed GLT acquisition. Any associated emissions benefits will be assessed and accounted for in accordance with applicable GHG accounting requirements.

Revenue Decoupling

Targeted capital programmes, 100% LED lighting adoption, 90% inverter air-conditioning conversion, and Cogent Euro 5 fleet upgrades (2% improvement in fuel intensity compared to FY2024) showed how far disciplined efficiency efforts can go in moderating the environmental impact of growth. In FY2026, with revenue at RM1,926.36 mil, Scope 1 and 2 emissions dropped to 33,324.92 tCO₂e. This delivered a 9.0% reduction in carbon intensity 17.30 tCO₂e/RM mil revenue. That puts us ahead of the 3.0% cumulative reduction we have set for FY2030, and we are still building the longer pathway that our 2050 Net Zero aspiration will require.

Value Chain Stewardship

Across 30 operating entities, we adopted the NSRF, aligned with IFRS S1 and S2 and the SASB Standards. We sustained 100% ABAC Board training, evaluated 43.33% of operating subsidiaries for corruption risks with zero incidents, trained 607 employees and directors, screened 167 key suppliers, and closed the year with no substantiated complaints about customer privacy.

OUR PEOPLE WHO DRIVE OPERATIONAL MATURITY

Strategic roadmaps rely on a dedicated workforce. ANB's achievements, from our 4-Star FTSE rating to 6,942 hours of employee training, stem from the discipline of our 1,316 regional employees.

Our Lost Time Incident Rate improved to 0.20, alongside an inaugural Total Recordable Incident Rate of 0.46, keeping both well within our sub-1.0 benchmark. Following root-cause investigations of all workplace injuries during the year, we reinforced operational protocols and training across our sites as we pursue our goal of zero harm.

Beyond factory walls, our people diverted 851 tonnes of waste from landfills, collected 942kg of recyclables, planted 300 mangrove saplings at Kampung Sijangkang projected to sequester 92.4 tCO₂e over 25 years, and directed RM741,579 into community initiatives, including 25 new B40 undergraduates welcomed into the Ancom Crop Care Penang Scholarship Programme (supporting 65 students to date).

NAVIGATING THE HORIZON TOWARDS FY2027 AND BEYOND

As we look toward FY2027 under our guiding banner, "Embracing Chemicals for a Sustainable Tomorrow," ANB stands with balance sheet strength, operational resilience, and a clear strategic direction.

We will keep sharpening our commercial capabilities, scaling our low-carbon portfolio investments, modernising our manufacturing assets, and deepening our strategic partnerships across Asia-Pacific. External economic cycles will always rise and fall. Still, our path is clear: we are building an agile, future-ready chemical and logistics group capable of delivering reliable performance, sustainable dividends, and long-term value for everyone who believes in us.

On behalf of the Board of Directors and executive leadership, I want to express my deepest gratitude to our shareholders, financiers, and business partners for your continued trust. To my valued colleagues across Malaysia, Indonesia, Singapore, and Vietnam, thank you for your daily dedication, your loyalty, and your shared pride in our company. You are the true authors of our progress.

Thank you.

Sustainability Statement

SUSTAINING VALUE AND DRIVING RESPONSIBLE GROWTH

FTSE4Good Index Inclusions and 4-Star ESG Rating

In a significant milestone for the Group's ongoing commitment to corporate responsibility, ANB was formally admitted as a constituent of both the FTSE4Good Bursa Malaysia (F4GBM) and the FTSE4Good Bursa Malaysia Shariah (F4GBMS) indices following FTSE Russell's June 2026 semi-annual review.

Alongside index inclusion, ANB's systematic implementation of sustainable business practices earned the Group an upgrade to a 4-star ESG Rating, placing ANB among the top 25% of public-listed companies within the FBM Emas Index universe.

This recognition reflects multi-year progress within FTSE Russell's assessment framework, which evaluates company performance across 14 distinct themes structured under three core pillars: Environmental, Social, and Governance.



ANB is honoured to announce our inclusion in the FTSE4Good ESG ratings in June 2026. This is a testament to our ongoing and unwavering dedication to sustainability. This recognition highlights our commitment to advancing good ESG practices that reflect our proactive stance in fostering responsible business operations and making a meaningful contribution to global sustainability goals.

KEY PILLARS OF PROGRESS

The upgrade and subsequent dual index inclusions reflect measurable advancements across our core operational dimensions:

Environmental Management & Supply Chain Rigour:

As evidenced by our latest assessment, the Group achieved a substantial increase in its overall Environmental Score. This improvement was driven by robust advancements in our Environmental Supply Chain management, alongside key score gains across core operational sub-themes, including Climate Change mitigation, Water Security stewardship, and Pollution & Resource Management.

Corporate Governance & Risk Management:

The Group maintained its strong Governance foundation, achieving a consistently high-performance rating. This reflects our sustained operational oversight in Corporate Governance, rigorous Anti-Corruption practices, and proactive Risk Management systems embedded across all regional business operations.

ENHANCED INVESTMENT ACCESSIBILITY

The simultaneous inclusion of ANB in the F4GBM and F4GBMS index represents a meaningful step in broadening our visibility across capital markets. By meeting the index's stringent environmental and social criteria, as well as established Shariah-compliant parameters, the Group provides transparency to a broader spectrum of institutional investors and fund managers.

Moving forward, the Group remains committed to maintaining these benchmarks, utilising practical, structured approaches to achieve balanced corporate growth and deliver reliable, long-term value to all stakeholders.

OVERVIEW OF THE GROUP AND VALUE CHAIN

OUR BUSINESS AND OPERATIONS

About Ancom Nylex Berhad

ANB is a Malaysia-headquartered integrated chemicals group, listed on the Main Market of Bursa Securities.

FOUNDED IN 1969, ANB HAS GROWN OVER MORE THAN FIVE DECADES INTO ONE OF SOUTHEAST ASIA'S LEADING CHEMICALS BUSINESSES, WITH A DIVERSE OPERATING BASE SPANNING AGRICHEMICALS, INDUSTRIAL CHEMICALS, POLYMERS AND LOGISTICS.

ANB's operations span Malaysia, Indonesia, Singapore, and Vietnam, with our products distributed to customers in over 40 countries across North America, South America, Asia, Africa, and Oceania. We are distinguished by our position as the sole large-scale producer of active ingredients for herbicides in Southeast Asia, underpinning our critical role across the regional and global agrichemical value chain. ANB's role extends beyond that of a chemical player. As an essential partner in the regional supply chain, our growth is anchored in commercial excellence, operational safety, and an enduring sense of responsibility to the ecosystems and communities where we operate.



How We Work

ANB's operational approach is defined by precision, discipline, and collaboration while bridging regional capabilities with local insights to maintain the highest standards of safety and quality across all business segments. We operate through an integrated business model that connects upstream manufacturing with downstream distribution, underpinned by deep technical expertise across our agricultural chemicals, industrial chemicals, and chemical logistics. Strict quality and safety standards are upheld across our manufacturing plants. Whether handling complex chemical formulations or managing cross-border bulk liquid transport, our teams operate under a unified framework of rigorous data governance, proactive hazard mitigation, and continuous process improvement.



Our Value Chain

We operate as a fully integrated ecosystem in which upstream sourcing, high-value manufacturing, specialised transportation, and key support investments are seamlessly connected across the Group's five operating divisions. Rather than treating these divisions as independent segments, ANB views them as interconnected links within a unified regional network where each strengthens the next to sustain a resilient, end-to-end competitive advantage across more than 40 countries.



OUR INTEGRATED VALUE CHAIN



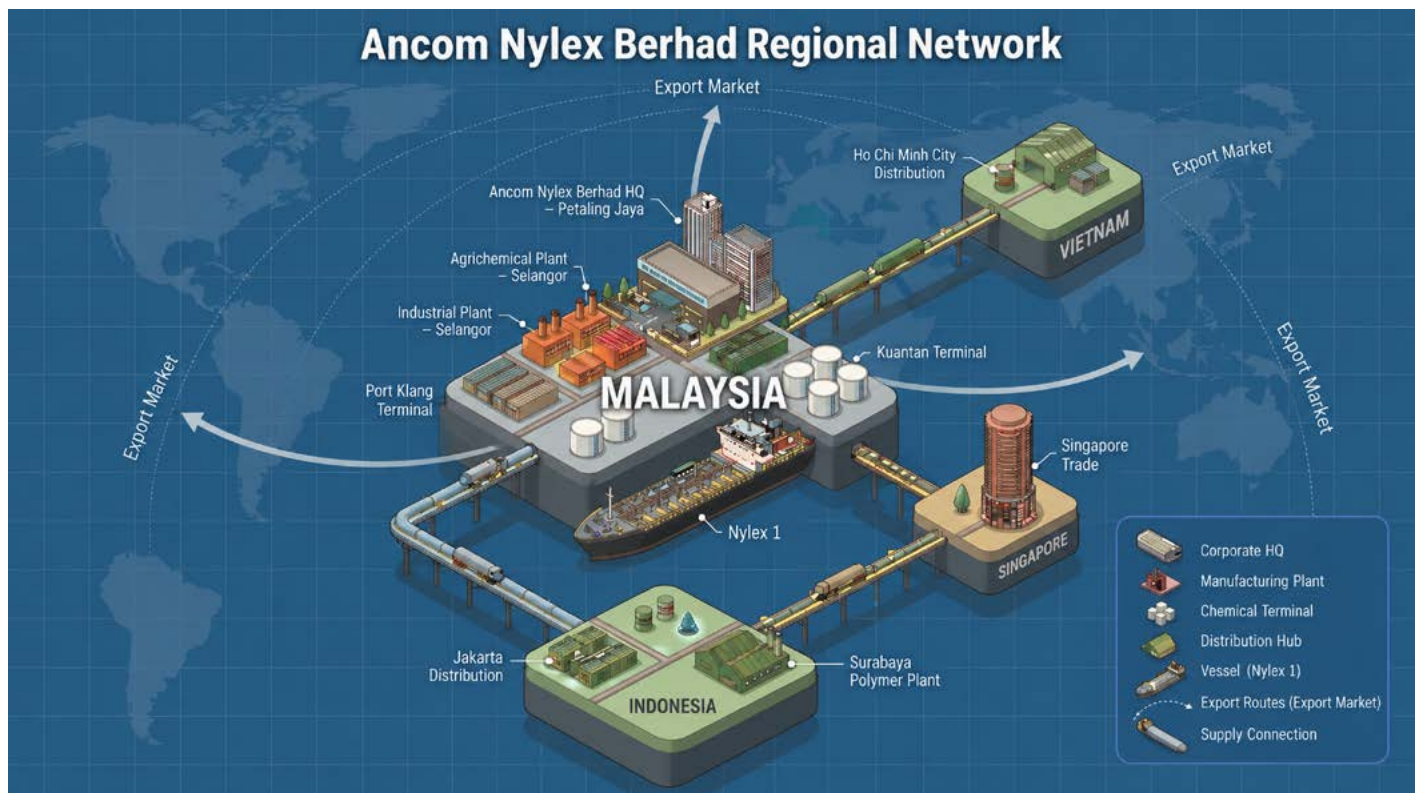
Sustainability Statement

How Our Divisions Connect

Each division is engineered not as an isolated centre, but as an essential link in a value-creating chain. The integration across sourcing, manufacturing, logistics, and support reduces our reliance on third-party intermediaries in parts of the value chain, compresses lead times, and delivers a quality-controlled, traceable product journey from raw materials to the end user.

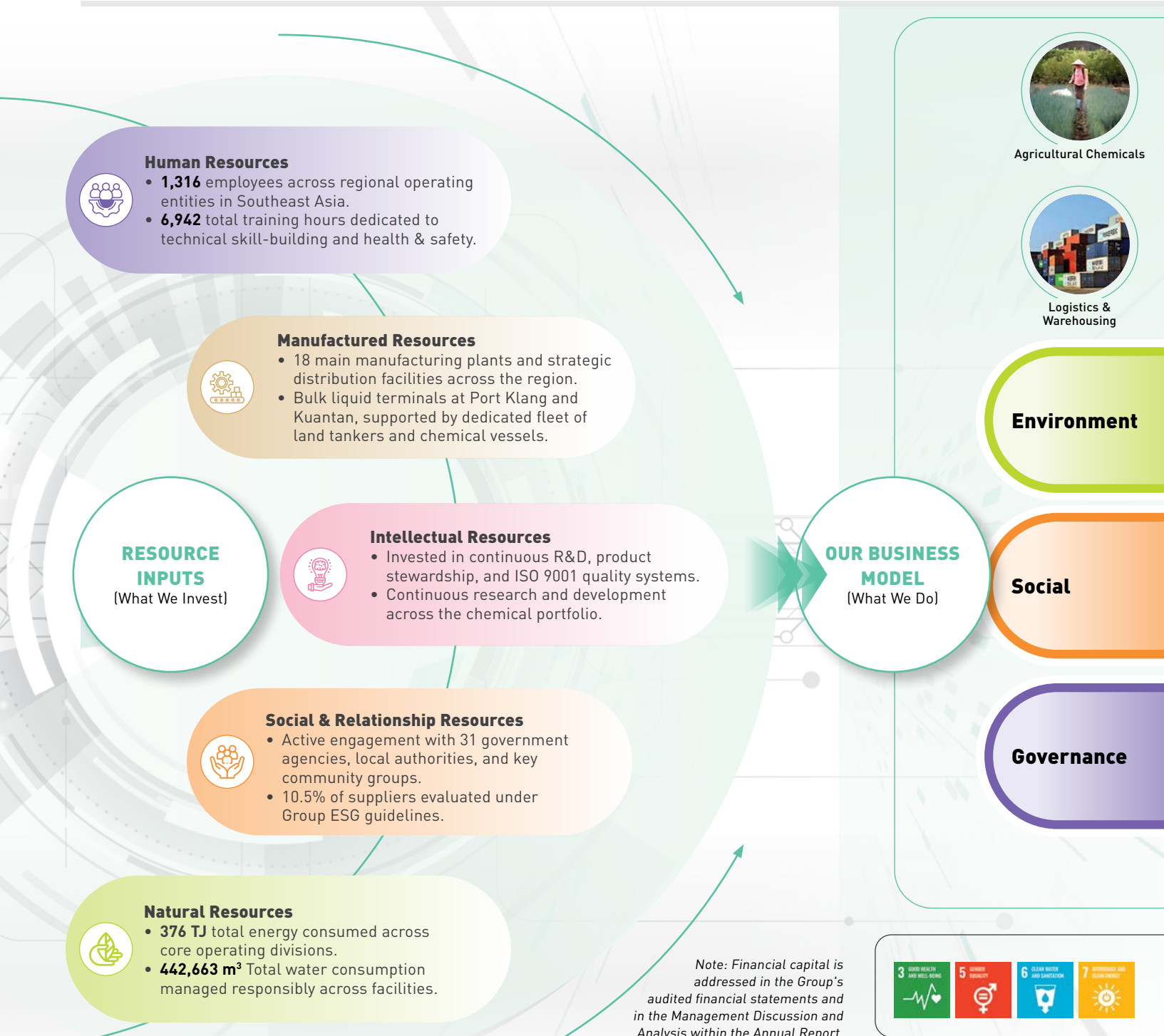
Value Chain Stage	Key Operational Activities	Partnerships & Markets
Upstream Sourcing	Sourcing of technical active ingredients, petrochemical feeds, and chemical intermediates for synthesis plants. Procuring plasticisers, PVC resins, and chemical additives for polymer manufacturing.	Global technology providers for advanced manufacturing, lab testing, and plant automation tools and long-term supplier relationships across the Asia-Pacific region.
Our Operations & Logistics	Operating regional production plants across Malaysia, Indonesia, Singapore, and Vietnam. Manufacturing high-quality polymer materials via extrusion and fabrication processes.	Dedicated fleet of bulk liquid land tankers and chemical vessels. Specialised chemical tank farms and cross-border logistics routes are managed to the highest safety standards.
Downstream Markets	Distributing crop protection products, timber preservatives, and agricultural chemicals to plantation sectors, commercial farms, and dealers. Supplying chemical solutions and polymer materials to the manufacturing and construction sectors.	Multinational chemical companies rely on our secure cross-border chemical shipping, transport, and bulk liquid tank storage for commercial buyers across industrial and agricultural segments.

Where We Operate



Our Approach to Sustainable Growth

SUSTAINABLE GROWTH SITS AT THE CORE OF ANB'S BUSINESS STRATEGY RATHER THAN AT THE PERIPHERY.



Sustainability Statement

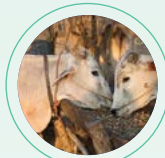
We pursue this through a deliberate balance of commercial expansion and active stewardship, optimising resource efficiency across our chemical synthesis plants, advancing lower-impact formulations to enhance agricultural productivity, and maintaining rigorous safety and efficiency standards throughout our bulk liquid logistics operations. In doing so, ANB ensures that our growth actively supports long-term environmental balance and the well-being of the communities we serve.



Public Health & Hygiene



Industrial Chemicals/ Polymer



Animal Health



Information Technology



Media & Advertising



Health Care

- Chemical & Waste Management
- Water Management
- Climate Change Management & Adaptation
- Energy & Emissions Management

- Occupational Safety & Health
- Community Engagement & Development
- Labour Practices & Human Rights
- Talent Development & Management

- Risk Management
- Regulatory Compliance
- Ethical Corporate Governance
- Supply Chain Governance

INTEGRATION OF MATERIAL ESG TOPICS*

* Refer to pages 56-59 for more detailed information on our material ESG topics

UNSDG LINKAGE:



BUSINESS OUTPUTS & VALUE CREATED

(What We Deliver)

Shareholder & Economic Value

- **RM1,926.36 mil** Group Revenue generated through operational execution.
- **RM20.83 mil** total dividend payouts delivered to shareholders for FY2026.

Employee & Community Satisfaction

- **0 work-related fatalities**, with an LTIR of 0.20 and, reported for the first time, a TRIR of 0.46 per 200,000 person-hours worked.
- **RM741,579** invested directly into local community support and social welfare programmes.

Certified & Compliant Operations

- The Group monitors environmental compliance across its core operating sites and reports regulatory matters and penalties transparently in this Statement.

Quality & Responsible Products

- No product recalls related to health and safety were recorded during FY2026.

Environmental & Climate Impact

- **6.5%** year-on-year reduction in operational Scope 1 and Scope 2 GHG emissions.
- **851 tonnes** of industrial waste diverted from landfills.

LONG-TERM STRATEGIC OUTCOMES

Financial Resilience

- Enhanced market confidence, balance sheet stability, and sustained financial independence to back prospective business ventures.

Community Trust & Employee Loyalty

- A highly skilled, loyal workforce paired with strong trust and goodwill from surrounding local communities across regional operating hubs.

Governance Excellence

- Minimised regulatory compliance exposure, reduced operational disruption risks, and strengthened investor confidence through sound oversight.

Brand & Market Leadership

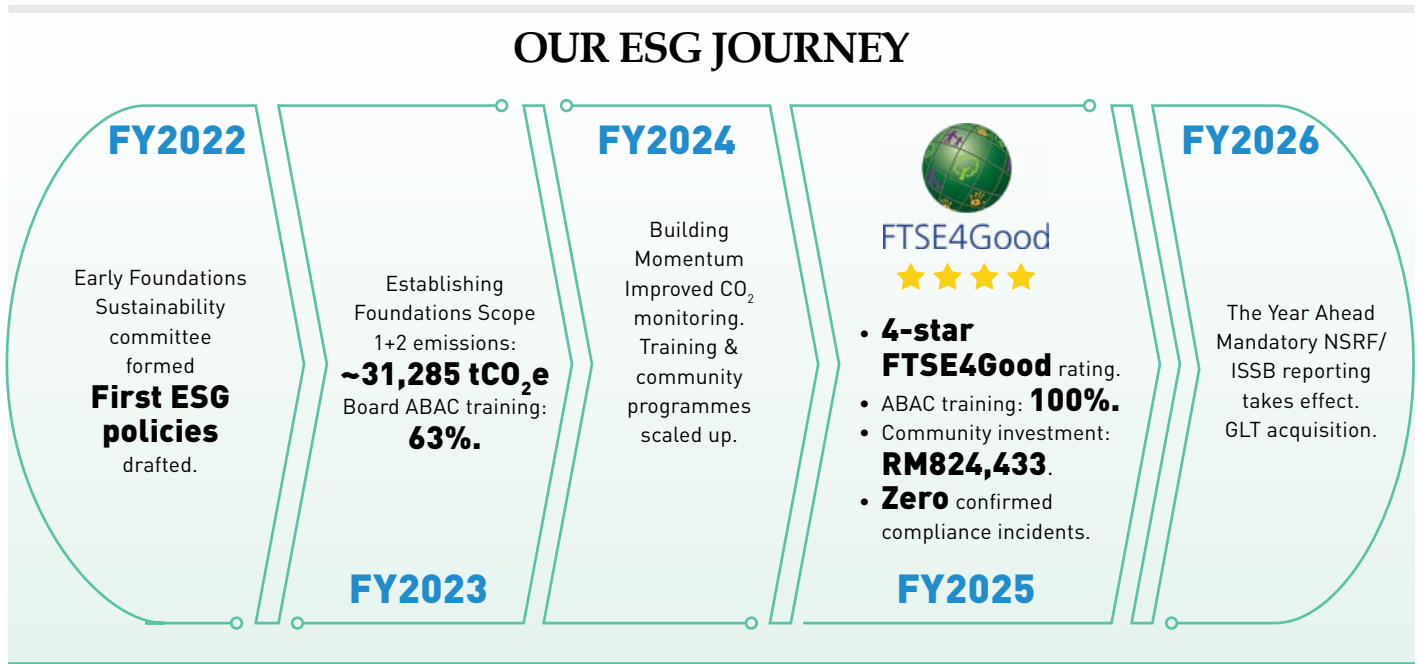
- Solidified standing as a preferred, dependable regional provider of responsible chemical solutions and industrial services.

Climate & Resource Security

- Reduced vulnerability to energy cost volatility, lower exposure to future regulatory carbon costs, and long-term protection against resource constraints.

SUSTAINABILITY REVIEW

ANB Sustainability Milestones



Anchoring Resilience: A Five-Year Trajectory of ESG Excellence

Every milestone begins with a deliberate choice. For ANB, our sustainability journey is a structured evolution from foundational compliance to deep operational maturity.

Our story began in FY2022 with the establishment of the Sustainability Committee to anchor board-level oversight. In FY2023, we shifted to measurable execution by logging our initial carbon baseline and achieving a 63% Board Anti-Bribery and Anti-Corruption (ABAC) training rate.

In FY2024, ANB strengthened its risk governance and expanded its operational boundary, reporting consolidated Scope 1 and Scope 2 emissions of 33,029 tCO₂e while scaling community programmes to protect enterprise value.

FY2025 delivered investor-ready results across key metrics. We achieved a 100% Board ABAC training rate with zero confirmed corruption incidents and directed RM824,433 toward high-impact community programmes. These FY2025 disclosures formed the basis of FTSE Russell's June 2026 review, in which ANB earned a 4-star FTSE4Good ESG rating, placing the Group among the top 25% of companies in the FBM Emas universe, and was admitted to the F4GBM and F4GBMS indices. FY2025 is also the Group's designated base year for emissions tracking and target setting.

In FY2026, we prepared our first Statement with reference to IFRS S1 and IFRS S2, adopted voluntarily ahead of the mandatory NSRF timeline, and embedded the SASB Chemicals Standard across operations. We also continued to progress the proposed reverse take-over of Green Lagoon Technology Sdn. Bhd. ("GLT") into ALB, first announced in April 2024 and supplemented in April 2025 and October 2025. As the transaction had not been completed by 31 May 2026, GLT remains outside the FY2026 reporting boundary.

Sustainability Statement

SUSTAINABILITY HIGHLIGHTS FY2026



ENVIRONMENTAL:

INNOVATING FOR A GREENER FUTURE

33,325

**GHG Emissions
(tCO₂e)**

FY2025: 35,635
FY2024: 33,029

17.30

**Carbon Intensity
Scope 1 + Scope 2
(tCO₂e/RM mil)**

FY2025: 19.01
FY2024: 16.54

376

**Total Energy
Consumption (TJ)**

FY2025: 398
FY2024: 360

851

**Waste Diverted from
Landfills (Tonnes)**

FY2025: 854
FY2024: 398

300

Mangrove Saplings

FY2025:
133 Mangrove
Saplings and
200 Pandanus
Veitchii



SOCIAL:

FOSTERING COMMUNITY WITH CHEMISTRY

RM741,579

**Community
Investment**

FY2025:
RM824,433
FY2024:
RM549,476

74.86%

**Local Supplier
Procurement Spent**

FY2025: 58.19%
FY2024: 58.07%

25

**Scholarship (65
supported to date)**

FY2025: 27
FY2024: 13

1,316

Total Employees

FY2025: 1,242
FY2024: 1,161

6,942

Training

FY2025: 10,176
FY2024: 7,875



GOVERNANCE:

CHEMICAL STEWARDS FOR GOOD GOVERNANCE

0

**Incidence of
Corruption Cases**

FY2025: 0
FY2024: 0

0

**Incidence of
Customer Data
Breaches**

FY2025: 0
FY2024: 0

0

**Violations &
Grievance Reports**

FY2025: 0
FY2024: 0

0

**Work-Related
Fatalities**

FY2025: 0
FY2024: 0

167

**Key Vendors Screened
on ESG**

FY2025: 0
screening was reset
FY2024: 89

Sustainability Statement

REPORTING BOUNDARY

SCOPE OF DISCLOSURE

The reporting boundary for this Sustainability Statement corresponds with the consolidation boundary applied in the Group's audited financial statements for the financial year ended 31 May 2026 ("FY2026"). It encompasses the parent entity, ANB, and all consolidated subsidiaries. In accordance with standard financial consolidation principles, sustainability data for all controlled entities is reported at 100% irrespective of the Group's equity ownership percentage.

For entities acquired or disposed of during the financial year, sustainability metrics are included or excluded effective from the date on which operational control is established or relinquished. Ancom Logistics Berhad ("ALB"), listed on the ACE Market of Bursa Securities, is fully consolidated within this statement. The proposed acquisition of GLT by ALB was not completed within the FY2026 reporting window; accordingly, GLT remains excluded from this reporting boundary.

The entities consolidated in these disclosures are those consolidated for financial reporting purposes. Further details are provided in the notes to the financial statements in the Group's Annual Report 2026.

GREENHOUSE GAS (GHG) ACCOUNTING BOUNDARY

To define its GHG reporting scope, the Group applies the Operational Control approach under the GHG Protocol Corporate Accounting and Reporting Standard, alongside applicable guidance under IFRS S2 (Climate-related Disclosures). Under this approach, ANB accounts for 100% of greenhouse gas emissions from all operational sites over which it possesses full authority to introduce and enforce operating policies.

Boundary Category	Accounting Treatment	Scope in FY2026
Parent & Wholly-Owned Subsidiaries	100% of Scope 1 and Scope 2 emissions are included under operational control.	Included within the 30 consolidated operating entities.
Majority-Owned Subsidiaries	100% of Scope 1 and Scope 2 emissions are included where operational control is exercised.	Included within the 30 consolidated operating entities.
Leased Assets	Scope 1 (fuel) and Scope 2 (electricity) emissions during lease terms are included under operational control.	Integrated across active leased premises (e.g., Ancom Logistics Berhad facilities).
Associates & Joint Ventures	Excluded from primary Scope 1 and Scope 2 boundaries where operational control is absent. Disaggregated under the Scope 3 / Investment boundary.	Assessed individually; reported separately from the primary boundary.

Sustainability Statement

Disaggregation of Scope 1 and Scope 2 Emissions

To meet the disaggregation requirements, ANB breaks down its operational GHG emissions between entities within the consolidated accounting group and other investee types.

Entity Category	Scope 1 Emissions (tCO ₂ e)	Scope 2 Emissions (tCO ₂ e)	Total Operational Emissions (tCO ₂ e)	% Share of Primary Boundary
Consolidated Accounting Group (30 operating entities under operational control)	19,546.86	13,778.06	33,324.92	100%
Associates & Unconsolidated Investees (Entities outside operational control)	0.00*	0.00*	0.00*	0%

Note: * Because ANB does not exercise direct operational control over its associates and joint ventures, their emissions are excluded from ANB's primary Scope 1 and Scope 2 operational boundary.

Base Year Designation & Comparison Scope

Financial Year 2025 (FY2025) is designated as the Group's official baseline year for emissions tracking, target setting, and progress measurement under IFRS S2 reporting guidelines.

- Rationale: FY2025 represents the earliest complete financial period following the structural expansion of ANB's operational reporting boundary and the refinement of its carbon-emission-intensity methodology.
- Comparative Period Clarification: Historical metrics for FY2024 are presented solely as supplementary contextual disclosures where data were previously verified. However, all quantitative climate targets, intensity metrics, and reduction pathways are measured exclusively against the FY2025 baseline to eliminate methodology variance and preserve reporting comparability.

Scope 3 Value Chain Accounting

The Group leverages the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard to evaluate emissions across its value chain. For the "FY2026" disclosure cycle, reported Scope 3 data specifically covers:

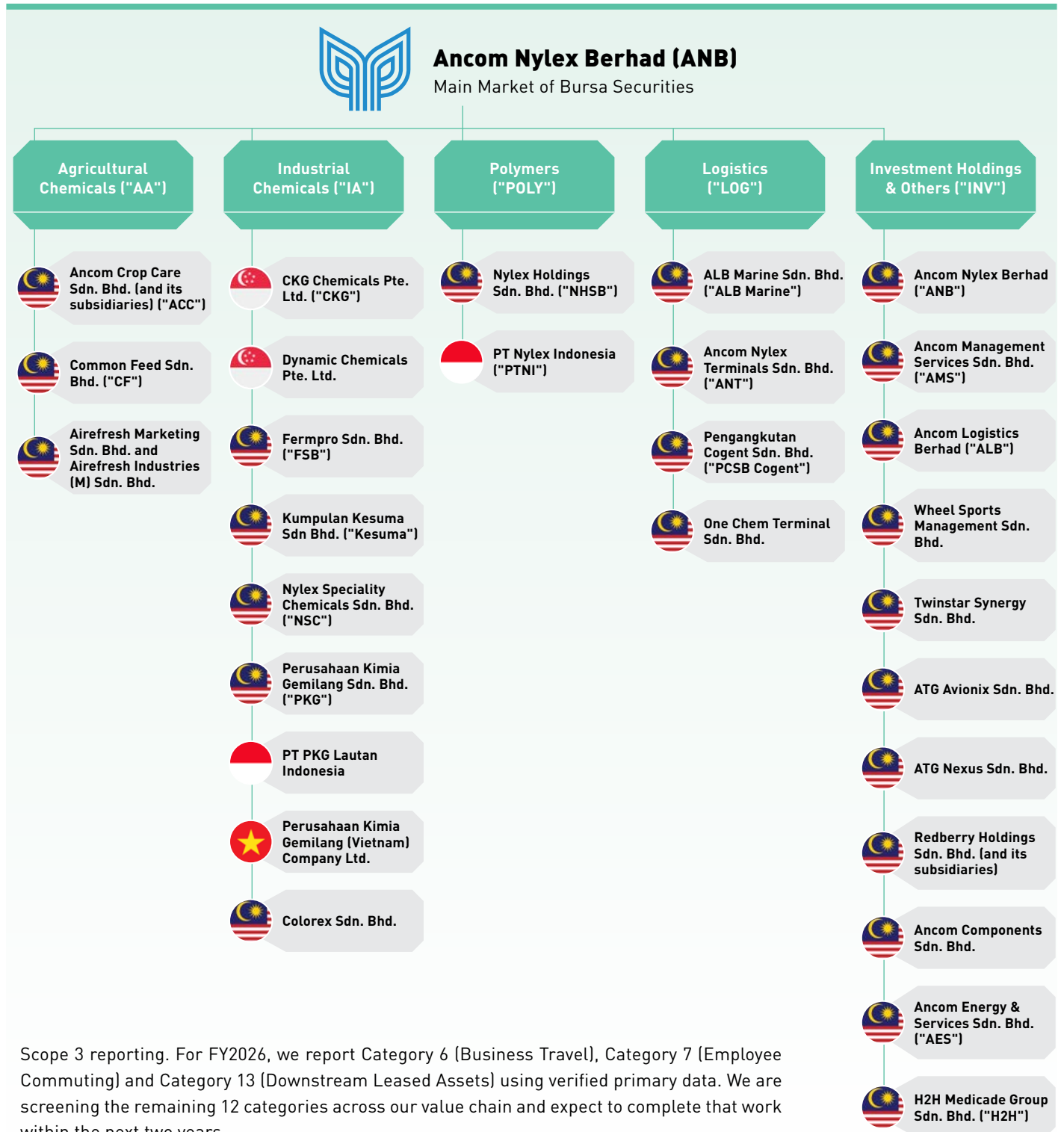
- Category 6: Business Travel
- Category 7: Employee Commuting
- Category 13: Downstream Leased Assets

Evaluation of the remaining 12 Scope 3 categories is ongoing. Scope 3 reporting will be expanded in phased cycles as data collection mechanisms and supply chain visibility mature.

Sustainability Statement

SUSTAINABILITY REPORTING BOUNDARY

IFRS Reporting Boundary = Financial Consolidation Boundary



Sustainability Statement

STAKEHOLDER ENGAGEMENT

STAKEHOLDER IDENTIFICATION

The insights of our stakeholders deeply inform our sustainability approach. By integrating their diverse viewpoints, we can accurately assess and address the environmental, social, and economic issues that directly impact our long-term commercial viability and societal footprint.

We categorise our stakeholder ecosystem, which spans employees, listed issuers, regulatory bodies, shareholders, intermediaries, vendors, industry groups, and community partners, by analysing the mutual impact we share. Cultivating transparent, ongoing, and reciprocal dialogue with these groups strengthens our corporate governance and elevates the quality of our public reporting.

During FY2026, ANB maintained its rigorous, collaborative engagement model. This proactive communication ensures our reporting provides meaningful, actionable data that matches shifting market and stakeholder requirements.

Board of Directors ("Board")

ANB's Board provides crucial strategic direction and oversight of the Group's sustainability and operational goals.

Risks:

Governance, decision-making, and leadership effectiveness

Opportunities:

Can ensure long-term stability and strategic growth through strong leadership and sound governance.

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- Regulatory Compliance - Anti-Corruption	- Provide comprehensive and timely information for decision-making - Ensure effective corporate governance and risk management practices	Direct Communication	As Needed
		Board Meetings	Quarterly
		Committee Meetings	
		Annual General Meeting ("AGM")	Annually

OUR RESPONSE

- Maintain structured sustainability reporting to support Board governance and strategic oversight.
- Enforce Group-wide Anti-Bribery & Anti-Corruption (ABAC) policies and ongoing compliance monitoring.
- Integrate climate risks and IFRS S1/S2 alignment through the Risk Management and Sustainability Committee ("RMSC") and Risk Management and Sustainability Working Group ("RMSWG").

Workforce (including Management)

Employees are key to executing our business strategies and driving operational performance.

Risks:

Talent retention, productivity, and labour disputes

Opportunities:

Offer chances for innovation, improved performance, and a strong, organised culture.

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- Occupational Safety & Health ("OSH") - Labour Practices & Human Rights	- Offer competitive benefits and remuneration - Provide opportunities for professional development and training - Foster a positive work environment - Maintain feedback through grievance channels and employee engagement surveys	Social Events	Regularly
		Internal Communication	
		Training Programmes	
		Employee Commuting Survey	

OUR RESPONSE

- Enforce Group OSH standards and continuous workplace safety risk monitoring.
- Invest in structured employee training, upskilling, and professional development.
- Support workforce well-being through competitive benefits and open communication channels.

Sustainability Statement

Shareholders & Investors

Shareholders and investors are important for providing the capital we need for growth and business expansion.

Risks:

Financial performance and market volatility

Opportunities:

Funding, strategic guidance, and increased market credibility

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- Regulatory Compliance - Anti-Corruption	- Provide transparent and regular financial reporting - Implement robust corporate governance practices to safeguard investments	Extraordinary General Meetings	As Needed
		Bursa Securities Announcements	
		Social Events	Regularly
		Meetings	
		Analyst Briefings	
		AGM	Annually
		Annual Report	

OUR RESPONSE

- Uphold financial transparency through timely regulatory disclosures and investor engagements.
- Embed ESG practices to safeguard long-term enterprise value and protect capital.

AGM held last year



Government & Regulatory Officials

These officials are crucial in ensuring the Group's compliance with laws and regulations.

Risks:

Regulatory changes and non-compliance penalties

Opportunities:

Influence policy development and provide favourable operating conditions

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- OSH - Regulatory Compliance - Anti-Corruption - Climate Change & Green Energy Investment - Labour Practices & Human Rights	- Ensure compliance with all relevant laws and regulations - Participate in government events and policy development discussions - Adopting stringent corporate governance and ethical practices throughout operations	In Writing	As Needed
		Social Events	Regularly
		Regulatory Meetings	
		Conferences and Seminars	
		Audits and Inspections	

OUR RESPONSE

- Ensure strict compliance with statutory, environmental, safety, and labour regulations across all operations.
- Engage in regulatory consultations and align business practices with national green growth targets.

Sustainability Statement

Customers

Customers are vital to ANB's business as they drive demand for our products and services.

Risks:

Changing preferences and expectations

Opportunities:

Present opportunities for growth and innovation through constructive feedback and loyalty

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- Regulatory Compliance - Chemical Management - Anti-Corruption	- Timely product and service delivery within the expected quality - Engage customers for feedback through customer satisfaction surveys - Strengthen internal cybersecurity to protect confidential customer data	In Writing	As Needed
		Social Events	Regularly
		Meetings	
		Conferences and Seminars	

OUR RESPONSE

- Maintain high product quality, safety standards, and accurate product stewardship documentation.
- Gather feedback via regular satisfaction surveys and strengthen data privacy controls.

Bankers & Financial Institutions

Like investors, bankers and financial institutions provide an alternative source of the financial capital needed for our operations and growth.

Risks:

Credit availability and financial terms

Opportunities:

Favourable financing, strategic advice, and financial stability

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- Regulatory Compliance - Anti-Corruption	- Maintain open and transparent financial communications - Meet all financial obligations on time - Regularly review and manage financial risks	Meetings and Financial Briefings	Regularly
		Credit Assessments	
		Quarterly Financial Reports	Quarterly
		Financial Audits	Annually
		Annual Reports	

OUR RESPONSE

- Practice prudent financial management, fulfilling obligations promptly while maintaining balance sheet discipline.
- Provide ESG transparency to support green and sustainable financing opportunities.

Sustainability Statement

Media

The media plays a significant role in shaping public perception and awareness of ANB.

Risks:

Negative publicity and misinformation

Opportunities:

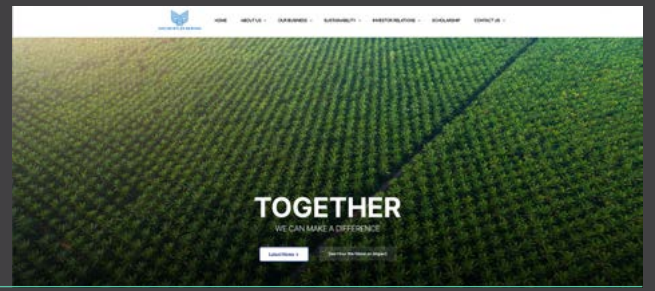
Positive exposure, brand building, and effective communication of our achievements and initiatives

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- Regulatory Compliance - Anti-Corruption - Community Engagement & Development	- Maintain open lines of communication with media representatives - Provide accurate and timely information - Engage in proactive media relations to build a positive public image	Press Releases Media Briefings Social Media and Company Website	As Needed

OUR RESPONSE

- Issue accurate, timely public disclosures regarding corporate updates and business strategy.
- Maintain proactive communication via digital platforms to uphold public trust.

Company Website



Supplier

These stakeholders are critical for maintaining our supply chain and ensuring the quality of our products and services.

Risks:

Supply chain disruptions and quality issues

Opportunities:

Cost optimisation, innovation, and strong partnerships

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- Regulatory Compliance - Chemical Management - Anti-Corruption	- Develop long-term, mutually beneficial relationships - Provide clear and consistent communication regarding quality expectations - Procure from responsible and ethical suppliers	In Writing	As Needed
		Social Events	Regularly
		Meetings	

OUR RESPONSE

- Communicate clear ethical, social, and environmental expectations through our Supply Chain Policy.
- Incorporate ESG governance into vendor evaluations and prioritise local procurement where feasible.

Sustainability Statement

Local Community Members & General Public

They form the social environment in which we exist and provide ANB with the licence to operate without disruption.

Risks:

Social unrest or negative public opinion

Opportunities:

Provide opportunities to build a positive reputation and secure social license to operate through community engagement and support.

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- Regulatory Compliance - Waste Management & Effluents - Community Engagement & Development	- Support local community initiatives through Corporate Social Responsibility ("CSR") programmes - Engage in regular dialogues to understand their needs and concerns - Minimising potential impacts through responsible and sustainable business practices	Social Events	Regularly
		CSR	

OUR RESPONSE

- Support community welfare through structured CSR outreach and education support.
- Mitigate local environmental impacts through effective waste and effluent controls.

ANB Community Outreach: Mangrove Planting Initiative



NGO Representatives

NGOs advocate for social, environmental, and economic issues that impact the Group's operations and other stakeholders.

Risks:

Activism and campaigns that can affect ANB's reputation and operations

Opportunities:

Collaboration on sustainability initiatives, which can enhance our CSR efforts and build trust with other stakeholders

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
- Regulatory Compliance - Anti-Corruption - Waste Management & Effluents - Climate Change & Clean Energy Investment - Labour Practices & Human Rights	- Collaborate on CSR programmes - Participate in periodic meetings and discussions to understand their concerns - Share information and reports transparently to build trust	In Writing	As Needed
		Social Events	Regularly
		CSR	

OUR RESPONSE

- Engage transparently on environmental issues and explore collaborative CSR partnerships.
- Disclose sustainability performance data in alignment with recognised disclosure standards.

APPROACH TO MATERIALITY

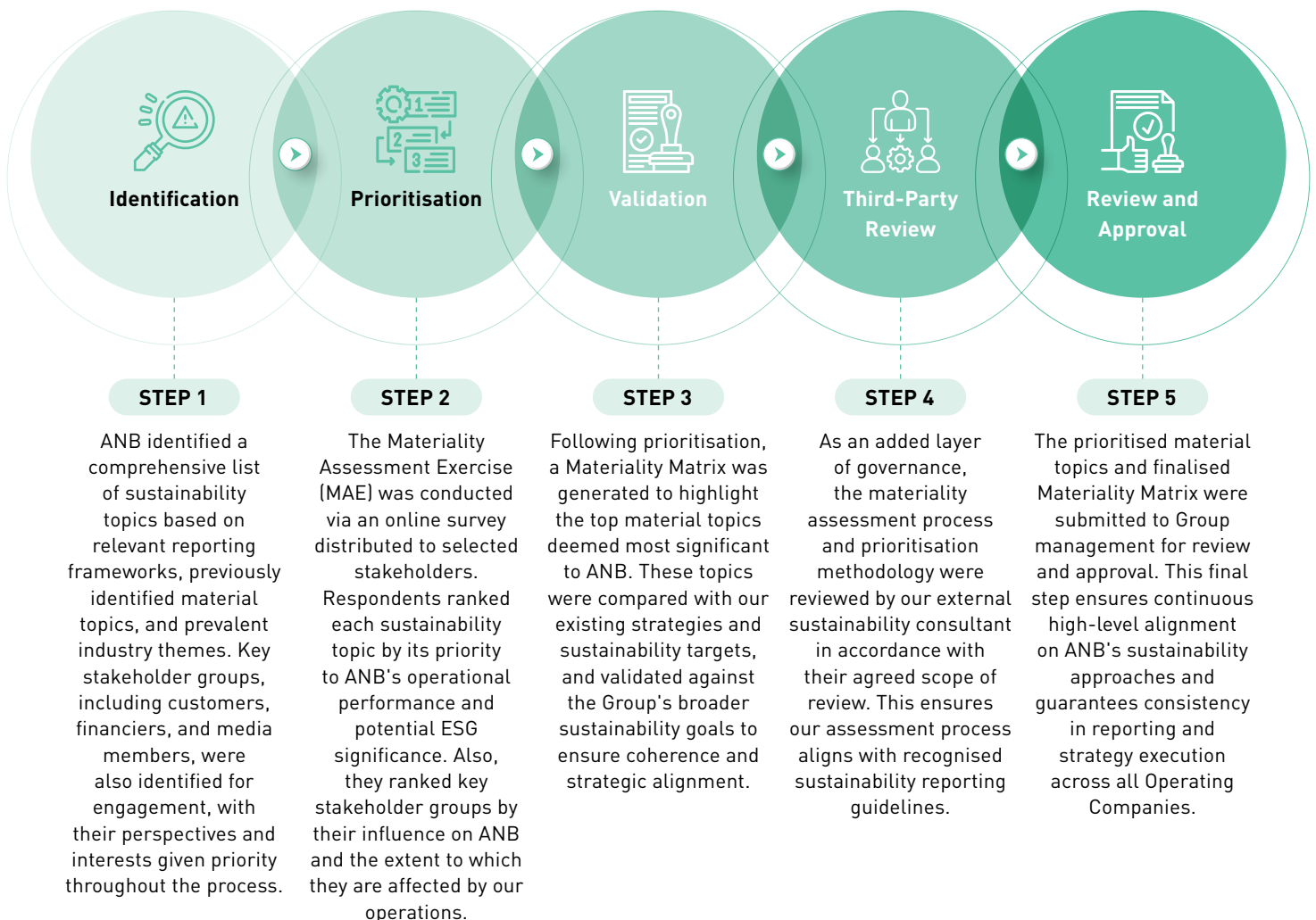
Materiality Assessment

Material matters are key sustainability priorities that hold significant importance to our business and stakeholders. Identifying these material matters enables us to align with stakeholders' expectations, effectively mitigate risks, and uncover potential opportunities. At ANB, we periodically review and evaluate our material matters through comprehensive surveys of diverse stakeholder groups, ensuring a robust, inclusive approach to addressing key concerns.

Our materiality assessment process is designed to capture a wide spectrum of perspectives from customers and financiers to media members and internal leadership, ensuring that our sustainability agenda reflects both the expectations of those we serve and the realities of our operating environment. The outcomes of this process directly inform our strategic priorities, ESG disclosures, and sustainability targets across all Operating Companies.

Our Five-Step Assessment Approach

The materiality assessment followed a structured, five-step methodology to ensure rigour, inclusivity, and alignment with international reporting frameworks. Each step builds on the last, culminating in a validated, independently verified set of material topics that guide ANB's sustainability strategy.

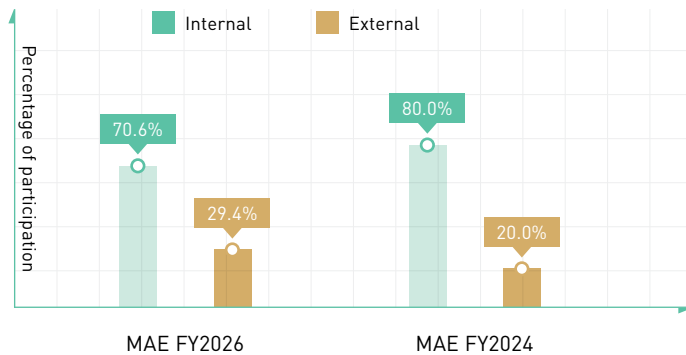


Sustainability Statement

Materiality Validation Exercise

We review our material matters and undertake a comprehensive materiality assessment once every two years to ensure continued alignment with ANB's strategy, risk profile and long-term value creation. In FY2026, the materiality assessment progressed to the prioritisation phase, involving direct engagement with all ten key stakeholder groups material to ANB.

Survey Period: 7 April 2026 to 30 April 2026



FY2026:

177

Total responded

FY2024:

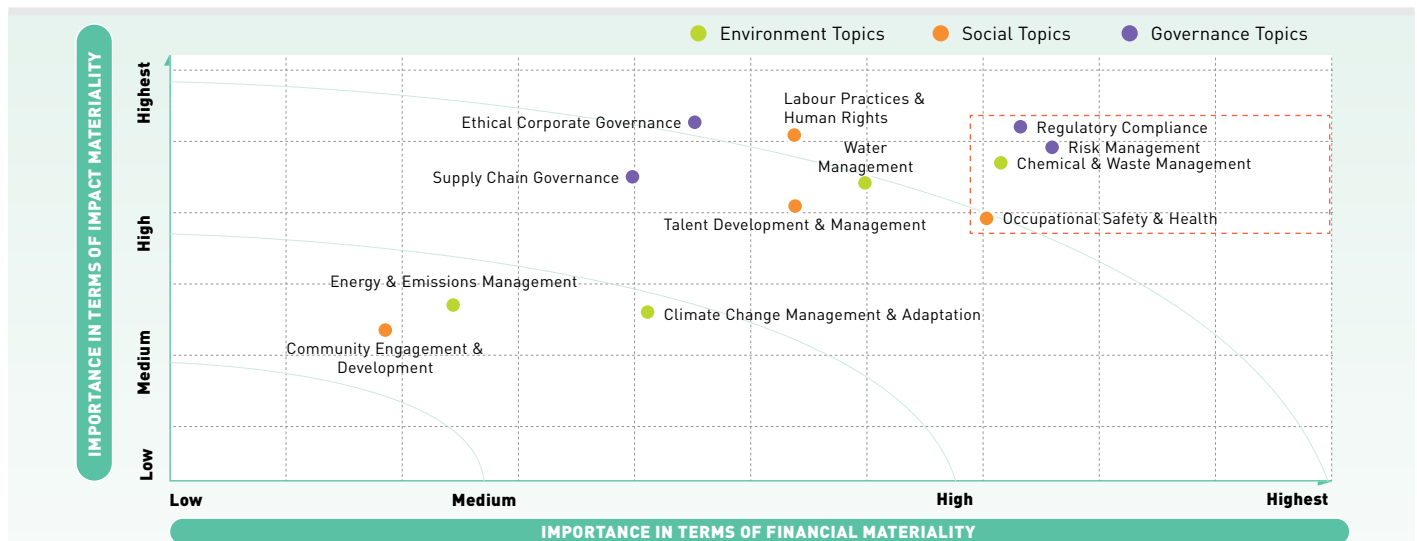
125

responded

Note: Percentage of participants is calculated as the number of participants per stakeholder within the total responding group.

PRIORITISATION OF MATERIAL TOPICS

The FY2026 MAE resulted in the following Materiality Matrix, which continues to serve as a reference point in guiding our ESG focus areas in FY2026:



The FY2026 Materiality Matrix positions four Material Matters at the highest level of significance to both stakeholders and the organisation:

1. Regulatory Compliance
2. Risk Management
3. Chemical & Waste Management
4. Occupational Safety & Health

The upper-right quadrant of the matrix reinforces their long-standing importance to ANB.

Sustainability Statement

SHIFTS IN STAKEHOLDER PRIORITIES

Compared to MAE2024, this shift in prioritisation reflects ANB's strategic focus on the following table:



The table below summarises changes in material matters between assessments, highlighting items removed, newly added, or renamed in response to evolving stakeholder priorities and focus areas.

New Matters	Renamed Matters
Talent Development and Management	Climate Change and Clean Energy Investment (Updated to two separate topics: Climate Change Management & Adaptation and Energy & Emissions Management)
Climate Change Management & Adaptation	
Energy & Emissions Management	
Ethical Corporate Governance	Chemical Management (Updated to Chemicals & Waste Management)

Material topics were refined and renamed to align more closely with IFRS and SASB reporting standards, reflecting ANB's evolving business model, operational landscape, and long-term strategy. The prioritised matters were reviewed by Management and endorsed by the Board of Directors to ensure alignment with our risk profile and sustainability commitments. All other relevant topics will remain under routine oversight and management.

Sustainability Statement

ANB's Material Issues and Their Definitions

The following matrix details ANB's prioritised material topics, categorised across our core ESG pillars. Each matter is ranked by its combined financial and impact significance to ANB's stakeholders, establishing the strategic foundation for our ongoing sustainability initiatives.

Priority	ESG Pillar	Material Topic	Financial Materiality	Impact Materiality	Core Strategic Rationale
1	Governance	Regulatory Compliance	High	High	Fundamental prerequisite to business operations; safeguards our regulatory license to operate and mitigates legal, financial, and reputational exposure.
2	Governance	Risk Management	High	High	Protects balance sheet strength and operational resilience against physical, market, and regulatory volatility across the value chain.
3	Environmental	Chemical & Waste Management	High	High	Directly tied to core manufacturing operations, it optimises material efficiency, mitigates hazardous liabilities, and maintains stakeholder confidence.
4	Social	Occupational Safety & Health	High	High	Critical operational mandate: safeguards human capital, optimises operational uptime, and lowers liability and insurance overhead.
5	Environmental	Water Management	High	High	Critical process input: Proactive stewardship ensures resource security, reduces procurement utility costs, and mitigates watershed risks.
6	Social	Talent Development & Management	Moderate	High	Cultivates organisational agility and technical capabilities from R&D through to commercial execution to drive sustained competitive advantage.
7	Social	Labour Practices & Human Rights	Moderate	High	Upholds fair employment and human rights standards across internal operations and supply chains, reducing turnover and regulatory risk.
8	Governance	Ethical Corporate Governance	Moderate	High	Sets the institutional tone for leadership integrity, enterprise accountability, and capital market confidence.
9	Governance	Supply Chain Governance	Moderate	High	Enforces vendor compliance and ESG oversight to prevent procurement bottlenecks, cost volatility, and third-party risk exposure.
10	Environmental	Climate Change Management & Adaptation	Moderate	Moderate	Enhances long-term resilience to physical and transition risks, safeguarding fixed assets and maintaining supply chain continuity.
11	Environmental	Energy & Emissions Management	Low	Moderate	Focuses on energy efficiency and carbon-intensity metrics to optimise operational expenditures and support value-chain carbon reduction plans.
12	Social	Community Engagement & Development	Low	Moderate	Preserves our social license to operate and builds institutional goodwill through localised community investment and engagement.

Sustainability Statement

SUSTAINABILITY TARGETS

Establishing our ESG Accountability Framework

To drive continuous progress and strengthen operational accountability, ANB establishes clear short- and long-term targets across our material ESG matters. These targets are regularly reviewed and monitored by the RMSC and the RMSWG to ensure full alignment with our overarching corporate strategy.

Using FY2025 as our established baseline year, these metrics reflect our ongoing commitment to emissions management, resource efficiency, workplace health and safety, supply chain responsibility, and corporate governance.

Structuring Climate-Related Targets

ANB's climate target roadmap incorporates both intensity and absolute emission measures across all Scope 1 and Scope 2 operational entities. While ANB supports the Paris Agreement's ambition to limit warming to 1.5°C, our current operational targets serve as an interim step as we build multi-year data trends before evaluating a fully aligned 1.5°C pathway.

Using FY2025 as the base year, ANB targets a 3.0% cumulative absolute reduction and a 3.0% intensity reduction in operational Scope 1 and Scope 2 emissions by FY2030. The targets support the Group's long-term 2050 net-zero aspiration and have been set with reference to the goals of the Paris Agreement.

In FY2026, ANB recorded early progress, achieving a 6.5% absolute reduction and a 9.0% intensity reduction relative to the FY2025 baseline. While encouraging, the Group maintains its official 2030 targets to ensure operational consistency and avoid premature baseline adjustments before observing multi-year trend stability.

ANB's FY2026 Scope 1 and Scope 2 emissions have received independent limited assurance, as described in page 38, Governance, Assurance and Data Integrity, with plans to transition toward reasonable assurance by FY2029.

The full indicator set, with FY2024 and FY2025 comparatives, is presented in Sustainability Performance Indicators FY2026 on page 125.

The following table outlines our performance and progress achieved during FY2026:

ESG Pillar	KPI (Metric)	Target Type	FY2025 Baseline	Target (by FY2030)	FY2026 Performance	Progress Status
 Environment (Innovating for a Greener Future)	GHG Emissions Intensity Scope 1 and Scope 2 (tCO ₂ e / RM Mil Revenue)	Intensity	19.01	3% Cumulative Reduction	17.30	On Track
	Variance & Performance Analysis: -9.00% improvement vs baseline via process efficiency and renewable energy.					
	Water Intensity (Litres / RM revenue)	Intensity	0.22	3% Cumulative Reduction	0.23	Action Required
	Variance & Performance Analysis: +4.55% variance primarily due to the commissioning and ramp-up of new facilities under ACC.					
	Electricity Intensity ('000 kWh / RM'million revenue)	Intensity	8.74	3% Cumulative Reduction	9.16	Action Required
	Variance & Performance Analysis: +4.81% variance primarily due to the commissioning and ramp-up of new facilities under ACC.					
	Total Waste Generated	Absolute	1,590 tonnes	3% Cumulative Reduction	1,672	Action Required
	Variance & Performance Analysis: +5.16% primarily due to the commissioning and ramp-up of new facilities under ACC.					

Sustainability Statement

ESG Pillar	KPI (Metric)	Target Type	FY2025 Baseline	Target (by FY2030)	FY2026 Performance	Progress Status
 Social (Fostering Community with Chemistry)	Lost Time Incident Rate (LTIR) (Per 200,000 person-hours)	Rate	0.70	< 1.0	0.20	Target Achieved
	Total Recordable Incident Rate (TRIR) (Per 200,000 person-hours)	Rate	New	< 1.0	0.46	Target Achieved
	Variance & Performance Analysis: LTIR improved to 0.20 from the FY2025 baseline of 0.70, on three lost-time injuries, and is within the threshold of below 1.0. FY2026 is the first year in which TRIR is reported; at 0.46, on OSHA-recordable cases, it is also within the threshold, and no comparison is available.					
	Supplier Compliance Rate (Via ESG Self-Assessment)	Compliance %	49% (FY2026 Start)	Achieve 70%	49%	Baseline / New
	Variance & Performance Analysis: Initiative launched in FY2026; supplier onboarding expands in FY2027.					
 Governance (Chemical Stewards for Good Governance)	Board Gender Diversity (%)	Percentage	20.00%	30%	20.00%	Action Required
	Variance & Performance Analysis: Two of ten directors are female (20.00%), unchanged from FY2025. The Board Nomination Committee continues to search for qualified female candidates to reach the 30% target.					

Definitions & Benchmarks: (1) Safety rates: LTIR and TRIR are defined in Safety Performance and Metrics, on page 97, where the basis of preparation for both rates is set out. FY2026 is the first year in which ANB reports TRIR. The Group applies an internal performance threshold of below 1.0 per 200,000 person-hours worked, and no prior-year TRIR comparative is available. (2) Baselines: FY2025 is the base year for all environmental metrics, as explained in Greenhouse Gas Accounting Boundary, page 49. (3) First comparative year against baseline; currently refining data aggregation to optimise future trend analysis.

Turning Operational Insights into Positive Forward Momentum

Rather than viewing these variances as setbacks, ANB treats them as crucial operational insights that have directly catalysed immediate, targeted interventions. To address material consumption, comprehensive water recycling initiatives and facility-level energy-efficiency projects are being considered to optimise HVAC loads and reduce utility intensity. For safety, refreshed protocols, root-cause corrective actions, and site-wide retraining programmes have been deployed to reinforce our zero-harm culture and keep our safety metrics well below industry thresholds. Furthermore, the Nomination Committee is actively prioritising qualified female candidates to restore and exceed our 30% Board gender-diversity benchmark. By converting operational challenges into structural improvements, ANB strengthens its operational resilience, ensures full strategic alignment, and enters FY2027 with renewed momentum to deliver long-term value for our business, stakeholders, and the environment.



Economic



As a commercial entity, ANB's economic performance is a key indicator of its success and its ability to continue operating. However, we recognise that focusing only on generating financial value is not conducive to building a sustainable business. Integrated value creation occurs when financial capital and sustainability-driven decision-making are embedded across our core strategies and operational processes.

These dimensions are interdependent. Financial strength provides the capital required to fund our environmental and social strategies, including investments in energy efficiency, resource optimisation, employee well-being, and community support. In turn, these sustainability investments drive innovation, manage operational risk, and enhance long-term enterprise value.

DIVISION REVENUE CONTRIBUTION & FINANCIAL STATEMENT MAPPING

The table below outlines our divisional business activities and FY2026 financial contributions, mapped to the relevant notes in our Consolidated Financial Statements.

Division	What we do	FY2026 Revenue (RM'000)	Share of Group
Agrichemicals (AA)	Manufacture, trading and sale of agricultural chemical products	505,806	26%
Industrial Chemicals (IA)	Manufacture, trading and sale of petrochemicals and industrial chemical products	1,220,123	63%
Polymers (POLY)	Manufacturing and marketing of polymer products	66,866	4%
Logistics (LOG)	Ship-owning, ship-operating, land transportation, container haulage, bulk cargo handling, chemicals warehousing and related services	47,019	2%
Investment Holdings and Others (INV)	Investment holding, media, information technology, manufacturing, sales of electrical component products, medical equipment and electrical businesses and property development.	86,544	5%
Group total		1,926,358	100%

For more detailed information, please refer to the Financial Statements section of this Annual Report.

Sustainability Statement

DIRECT ECONOMIC VALUES

As a commercial entity, strong financial performance, such as revenue and earnings, is crucial for the long-term sustainability of ANB. It not only ensures our business continuity but ultimately enables the Group to support our environmental and social goals. Solid financial returns are essential for the Group to invest in initiatives that enhance our ESG performance.

For example, transitioning to renewable energy sources, such as solar power, requires a significant upfront investment. This can only be achieved if the Group records stable finances. The same applies to social initiatives, such as offering better employee benefits or providing ongoing support for community activities.

With that, some key financial performance metrics for the Group are highlighted below. For a more detailed breakdown, please refer to the Financial Statements section of this Annual Report.

DIRECT ECONOMIC VALUES	FY2024 (RM'000)	FY2025 (RM'000)	FY2026 (RM'000)
Revenue	1,996,536	1,874,640	1,926,358
Profit Before Tax	110,479	99,123	118,514

INDIRECT ECONOMIC VALUES

Beyond direct financial metrics, ANB's operations generate broader economic benefits across our value chain. Through localised sourcing, direct employment, tax contributions, and dividend distributions, we generate tangible economic value for local communities, governments, and capital providers.

Some of these significant quantifiable indirect economic values generated by the Group are highlighted below. For more detailed information, please refer to the Financial Statements section of this Annual Report.

INDIRECT ECONOMIC VALUES	FY2024 (RM'000)	FY2025 (RM'000)	FY2026 (RM'000)
Total Payout to Employees in Salaries & Benefits	105,984	113,560	124,924
Corporate Tax Paid to Government	21,110	27,887	27,478
Dividend Returned to Shareholders	17,097	58,371	20,827

LOCAL PROCUREMENT

ANB is committed to integrating sustainability into our procurement practices across both upstream and downstream operations. As set out in our Sustainable Supply Chain Policy, the Group prioritises sourcing products, raw materials, and services from local suppliers near each Operating Company.

Supporting local businesses creates mutual value for both the Group and the communities in which we operate:

- **Economic & Operational Value:** Sourcing locally minimises transportation lead times and waiting periods while reducing overall logistics and freight costs.
- **Environmental Stewardship:** Shorter transport distances decrease logistics-related fuel consumption and emissions, reducing environmental pollution risks.
- **Community Support:** Allocating procurement spend to domestic suppliers fosters local economic development and strengthens regional supply chain resilience.

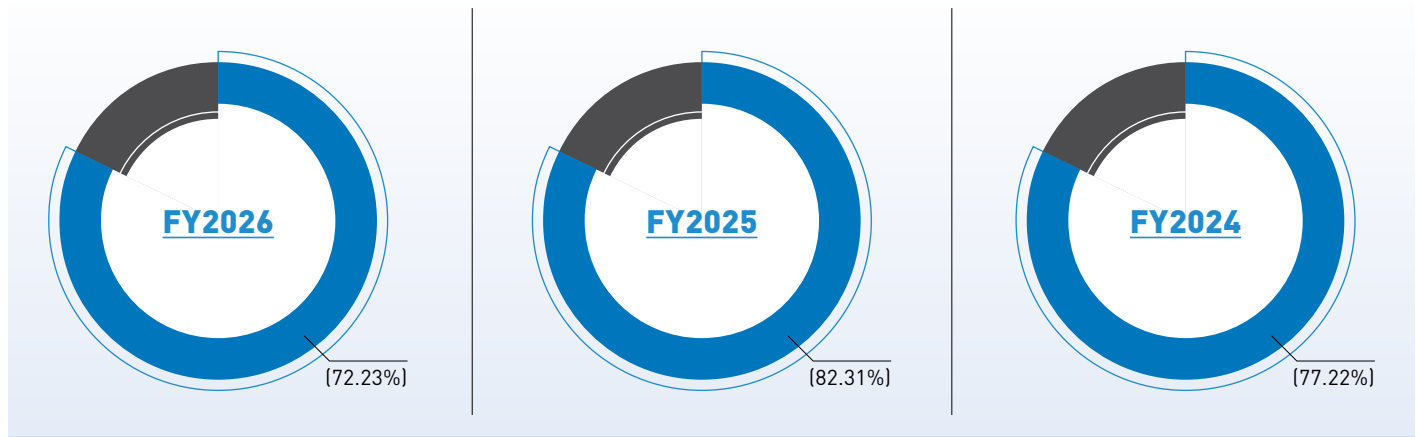
In line with our Policy, local procurement expectations apply across all core business segments and operational regions.

Sustainability Statement

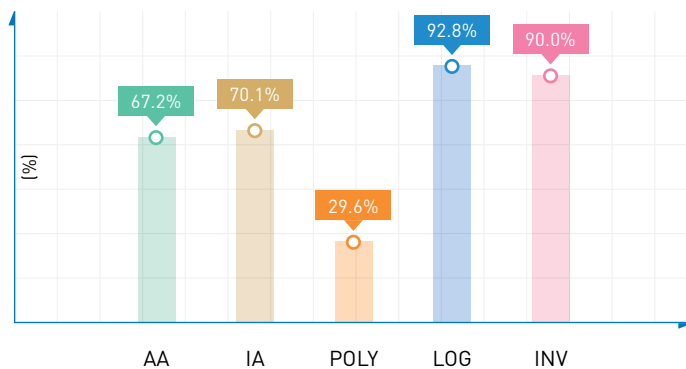
Local Procurement Performance

To monitor our progress and ensure transparency in line with reporting expectations, performance across our operations is tracked below:

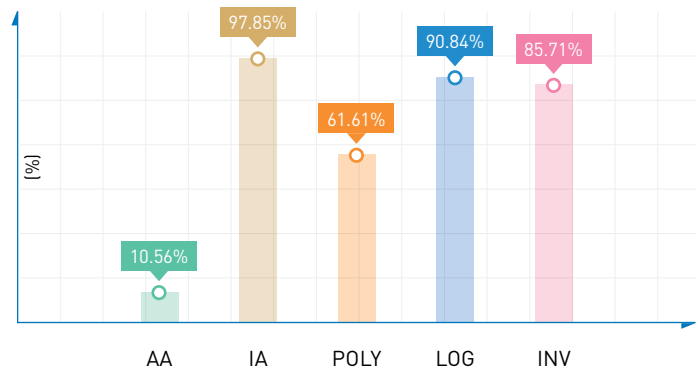
Average Proportion on Number of Local Suppliers



Divisional Average Proportion of Number of Local Suppliers in FY2026



Divisional Proportion of Spending on Local Suppliers in FY2026



PRODUCT AND SERVICE QUALITY AND RESPONSIBILITY

Ensuring the safety of our products is vital across all chemical processing and distribution operations. Before reaching the market, every solution undergoes rigorous internal screening, technical evaluation and field testing to verify its efficacy and safety profile.

In line with global chemical stewardship frameworks, all relevant products are accompanied by standardised Safety Data Sheets ("SDS") and mandatory safety labelling. These equip end-users with clear instructions for safe handling, storage, application and disposal, mitigating potential health and environmental hazards. The Group recorded zero incidents of non-compliance relating to product health and safety, and zero incidents of non-compliance relating to product information and labelling, during FY2026.

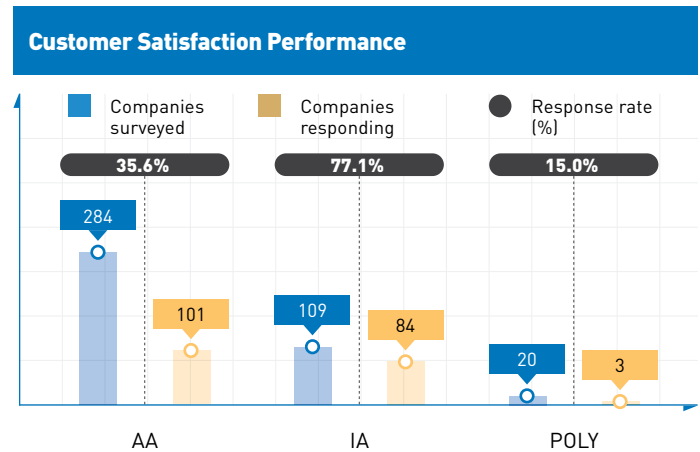
Sustainability Statement

Customer Feedback and Continuous Improvement

Maintaining strong customer partnerships and responsive service networks enables continuous operational improvement. Our Operating Companies collect customer feedback through direct account channels and structured annual evaluations, generating actionable insights into product performance, technical support, and delivery reliability that inform both improvements to current offerings and the design of new products.

In FY2026, the Group formalised the tracking of customer satisfaction surveys across its operating divisions. Structured surveys were conducted by the Agricultural Chemicals, Industrial Chemicals and Polymers divisions, reaching 413 customer companies and returning 188 responses, a Group response rate of 45.5%.

Notes: (i) Response rate is the number of companies responding divided by the number of companies surveyed. (ii) The Logistics and Investment Holdings and Others divisions did not conduct a customer satisfaction survey in FY2026. (iii) The POLY sample of three respondents is not statistically representative, and its results are reported for completeness only.



Resource Efficiency and Packaging Initiatives

To minimise ecological impact, ANB continually explores ways to enhance environmental performance in product formulations and packaging systems. Notably, our subsidiary, Kesuma, implemented a closed-loop packaging system by replacing single-use transit cartons with reusable and recyclable plastic containers. This initiative decreases overall packaging waste while ensuring product stability during transport.

PERFORMANCE DATA SUMMARY

The tables below detail ANB's performance:

1. Product Health, Safety & Regulatory Compliance

Disclosure Indicator	Unit	FY2024	FY2025	FY2026
Incidents of non-compliance regarding product health and safety	Number	0	0	0
Incidents of non-compliance regarding product information and labelling	Number	0	0	0

2. Customer satisfaction

Disclosure indicator	Unit	FY2024	FY2025	FY2026
Companies surveyed, Group	Number	N/T	432	413
Companies responding, Group	Number	N/T	208	188
Group survey response rate	%	N/T	48.1	45.5
Divisions conducting a structured survey	Number	N/T	3 of 5	3 of 5

Note: N/T = Not Tracked

3. Sustainable Packaging & Circularity

Operating Unit	Disclosure Indicator	Unit	FY2024	FY2025	FY2026
Kumpulan Kesuma	Reusable / Recyclable Packaging System	Operational Status	Pilot	Expanded	Operational*

Note: *Sustainable Packaging Note: KK returnable plastic packaging process is fully operational. Protocols to measure and quantify physical tonnage saved across all participating chemical subsidiaries are currently under development for future disclosure.



Governance

CHEMICAL STEWARDS FOR GOOD GOVERNANCE



Members of ANB's RMSWG during one of their biannual sessions.

OUR GOVERNANCE ECOSYSTEM

At ANB, our governance framework dictates how we manage our industrial footprint and protect long-term stakeholder value. As a leader in the chemical sector, we recognise that a robust ethical backbone must drive operational responsibilities. Our corporate governance strategy is built on four distinct pillars: Risk Management, Regulatory Compliance, Ethical Corporate Governance, and Supply Chain Governance.

Risk Management at ANB serves as our strategic shield. Under the direct oversight of the Board's Risk Management and Sustainability Committee ("RMSC"), we systematically embed climate transition threats and ESG exposures directly into the operational registers of our individual companies. In line with IFRS S1 and IFRS S2 disclosures, this oversight responsibility is explicitly defined within the RMSC's Terms of Reference. Comprising a majority of Independent Non-Executive Directors, the committee maintains a diverse mix of expertise and industry experience to assess and manage key risk areas. It is supported by mandated ongoing education on sustainability, health and safety, and climate-related risks. The RMSC meets twice a year to review risk strategies, ESG integration, and Occupational Safety and Health (OSH) policies, while collaborating directly with the Audit Committee to ensure the reliability, consistency, and integrity of public sustainability disclosures and financial reporting under the NSRF and ISSB Standards. This centralised oversight empowers our teams to evaluate risk trade-offs,

supervise sustainability strategies and target-setting, and maintain robust internal controls to build long-term corporate resilience.

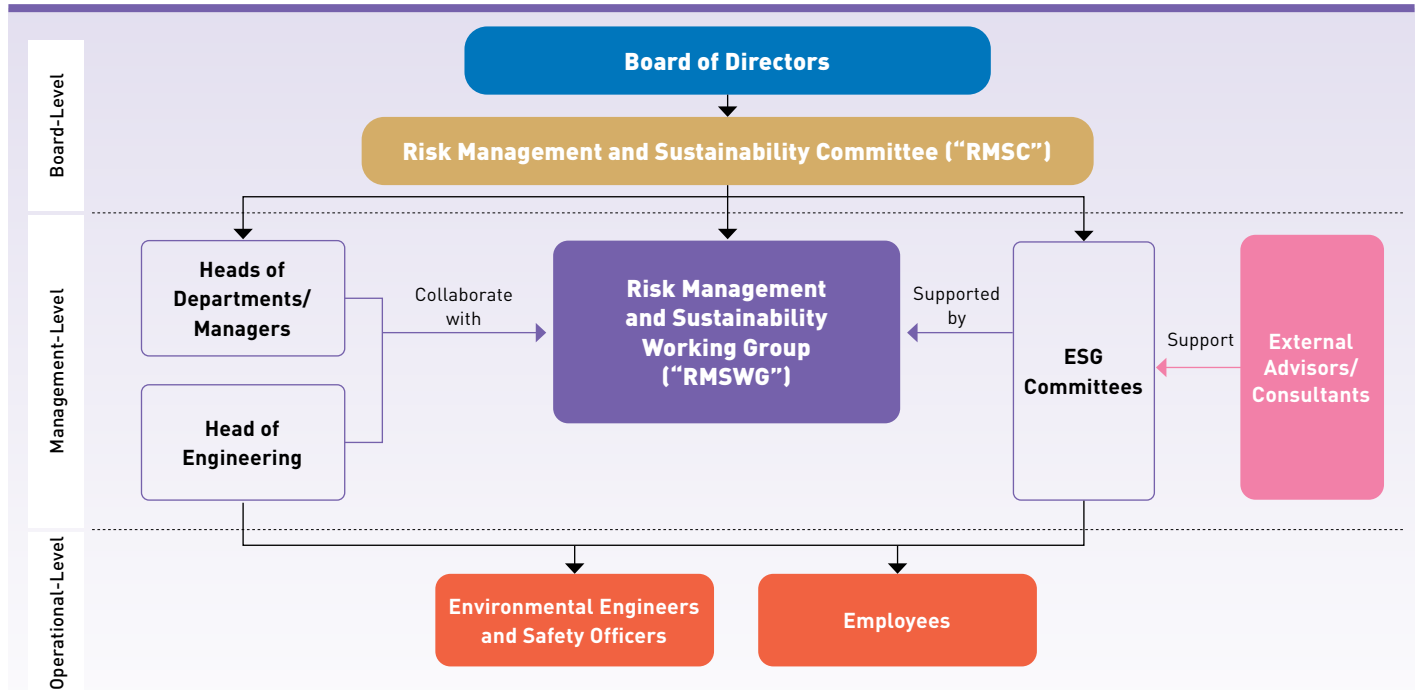
This risk-aware foundation directly reinforces our Regulatory Compliance approach. Operating complex agricultural and industrial chemical facilities means compliance is a dynamic baseline. We integrate SASB chemical sector safety and environmental metrics to maintain strict adherence to environmental laws, occupational safety acts, and market listing requirements across all territories, and to rapidly optimise facility operations when required.

Moving beyond legal mandates, Ethical Corporate Governance shapes our workforce's internal culture. We view integrity as an operational practice rather than a static policy. Guided by executive oversight and anchored by our comprehensive Anti-Bribery & Anti-Corruption (ABAC) framework, we continually equip our teams through targeted internal training to ensure shared accountability at all levels.

Ultimately, true corporate integrity cannot stop at our factory gates. Through Supply Chain Governance, we extend our ethical values to our external business partners. Driven by our formal Supply Chain Policy and an IFRS-aligned, risk-based supplier assessment framework, we establish a clear procurement practice. This allows ANB to mitigate upstream risks, fostering a sustainable value chain that honours our promise of chemical stewardship for good governance.

Sustainability Statement

SUSTAINABILITY GOVERNANCE STRUCTURE



ROLES AND RESPONSIBILITIES WITHIN THE SUSTAINABILITY GOVERNANCE STRUCTURE

ANB's sustainability governance operates across three distinct, interconnected tiers: Board, Management, and Operational, ensuring that sustainability, Occupational Safety and Health (OSH), and climate-related risks and opportunities are embedded directly into every level of decision-making rather than treated as an ancillary concern. Each tier carries defined responsibilities that cascade from strategic oversight down to day-to-day implementation across the Group's Operating Companies.

THE BOARD'S ROLE

Board of Directors ("the Board")

The Board of Directors holds ultimate responsibility and strategic oversight for sustainability, climate-related risk management, and overall enterprise risk at the Group level. In fulfilling its fiduciary duties, the Board approves the Group's overarching ESG strategy, endorses material sustainability targets, authorises the annual Sustainability Statement, and systematically integrates climate considerations into major capital allocation decisions and corporate reviews.

MANAGEMENT OVERSIGHT & EXECUTION

Risk Management and Sustainability Committee ("RMSC")

Management oversight at the Board committee level is driven by the RMSC, which meets at least twice a year, comprises a majority of Independent Non-Executive Directors, and is chaired by an Independent Non-Executive Director. The RMSC oversees risk management frameworks and sustainability policies that align with the NSRF and the ISSB Standards (IFRS S1 and S2). Furthermore, the committee collaborates closely with the Audit Committee to ensure that material sustainability risks, opportunities, and financial impacts are consistently reflected across public sustainability disclosures and corporate financial reporting.

Sustainability Statement

Risk Management and Sustainability Working Group ("RMSWG")

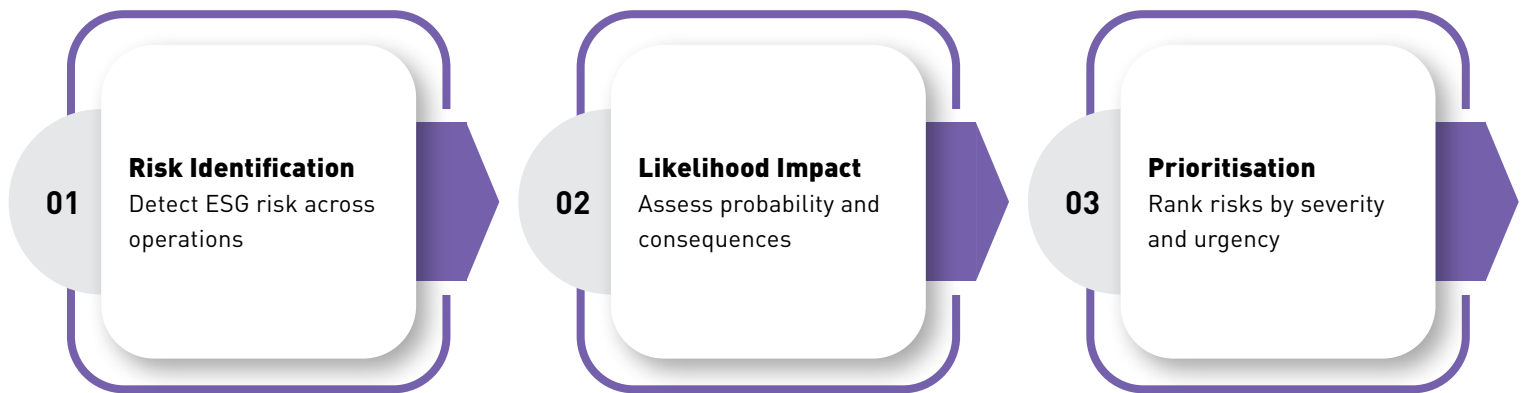
At the executive level, strategy implementation is driven by the RMSWG. Building on an employee-led initiative launched in FY2023, the function was formalised in FY2024 with the appointment of a dedicated ESG Senior Manager to lead the working group, alongside appointed departmental representatives. The Head of the RMSWG, the ESG Senior Manager, the Chief Financial Officer, and the President of the OSH Committee within the RMSWG attend RMSC meetings to report directly on operational progress, target execution, and risk metrics.

Operational Integration Across Operating Entities

At the operational level, Heads of Departments, plant managers, and facility engineering teams translate top-level directives into actionable site-level workflows. Dedicated operational teams across each Operating Company embed the Group's sustainability, safety, and climate change initiatives directly into daily plant workflows, managing continuous GHG tracking, energy efficiency projects, industrial waste monitoring, and OSH protocols across all active operating jurisdictions.

HOW ESG RISK FEEDS INTO OUR RISK MANAGEMENT PROCESS

ESG risks are identified and tracked through ANB's integrated ESG framework, which applies a consistent taxonomy across all operating companies. This structured process ensures that sustainability-related risks receive the same rigorous treatment as financial or operational risks, with clear accountability at every stage.



Physical Risk Assessment

Evaluated under two distinct climate scenarios drawn from the Group's Climate Change Risk Assessment, examining exposure to physical climate hazards relevant to ANB's operational facilities and physical assets.

Transition Risk Assessment

Assessed against the regulatory and market change trajectory relevant to ANB's chemical manufacturing and logistics profile, capturing risks arising from market shifts and policy changes in the transition to a lower-carbon economy.

Group Risk Integration

All operational risk registers are consolidated annually at the Group level by the RMSC, providing a unified and comprehensive view of ANB's overarching ESG risk landscape.

Sustainability Statement

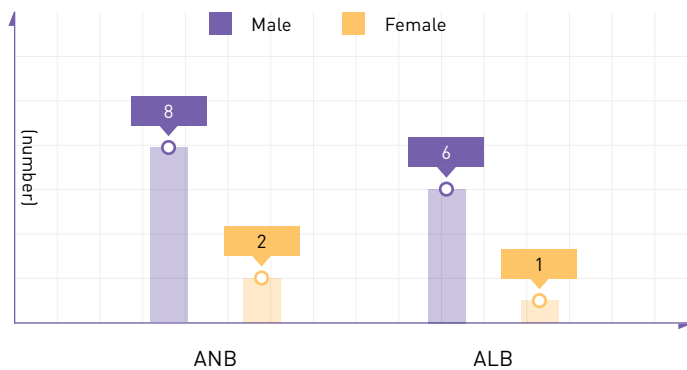
BOARD COMPOSITION

ANB's Board comprises a capable and diverse team of individuals with extensive experience across multiple industries, reflecting our position as a Main Market-listed company on Bursa Securities. Our subsidiary, Ancom Logistics Berhad ("ALB"), which is listed on the ACE Market of Bursa Securities, maintains its own Board to provide focused oversight of its operations and publishes a separate Annual Report in compliance with the ACE Market Listing Requirements of Bursa Securities.

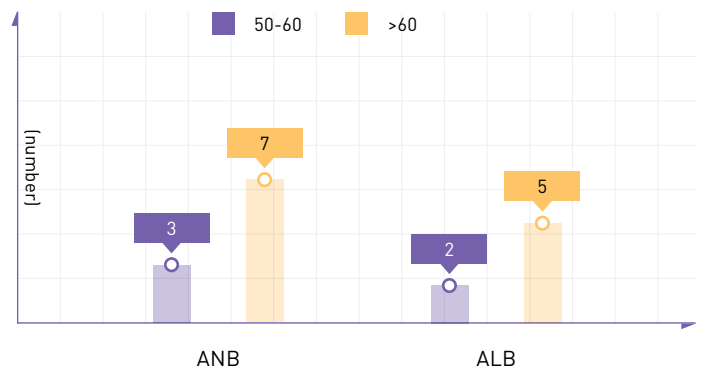
The Board diversity of ANB and ALB are as follows:

For FY2026, the ANB Board maintained a strength of ten (10) directors, structured to ensure independent and robust oversight. The leadership team consisted of an Independent Non-Executive Chairman, an Executive Vice Chairman, and a Managing Director/Group Chief Executive Officer, supported by five (5) Independent Non-Executive Directors and two (2) Non-Independent Non-Executive Directors. In alignment with the Group's commitment to inclusivity, the Board comprises two (2) female and eight (8) male directors. The Board's cultural composition reflects a balanced mix, comprising 50% Malay, 40% Chinese, and 10% from other ethnicities. Furthermore, the Board maintains a mature leadership profile, with 30% of its members aged between 50 and 60, and 70% aged above 60.

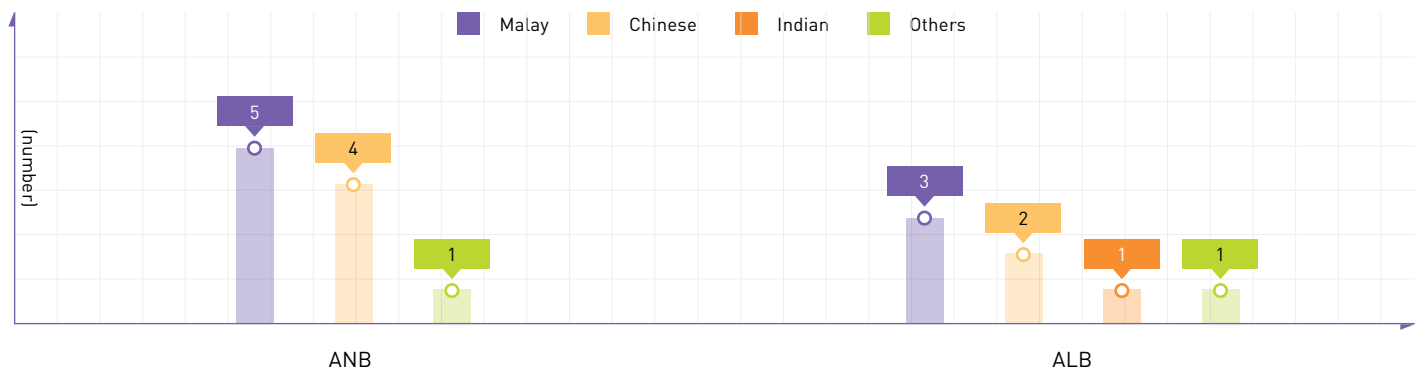
Board Diversity By Gender



Board Diversity By Age Group



Board Diversity By Race



The full profile of ANB's Board is disclosed in the Board of Directors section of this Annual Report.

Sustainability Statement

REGULATORY COMPLIANCE

For a diversified industrial group like ANB, managing a complex landscape across agricultural chemicals, industrial chemicals, polymers, and logistics means that safety and environmental boundaries are not static checkpoints. They are the very foundation of our daily operations. We approach compliance not as an exercise in box-checking, but as a continuous corporate vow to protect our license to operate, our people, and the ecosystems surrounding our facilities.

To turn this commitment into on-the-ground action, our strategy relies on an interconnected internal framework. At the apex, our RMSWG maintains top-down visibility, filtering shifting local and international legislative boundaries into actionable mandates for our various divisions. On the ground, this vision is safeguarded day in and day out by competent personnel who oversee our pollution control infrastructure and waste-handling protocols. Backing this entire network is a strict system of scheduled internal environmental and safety audits, ensuring that our high internal standards are uniformly mirrored across every operational tier.

The Ecosystem of Excellence: Certifications and Collaborations

To ensure our operational baseline remains ahead of evolving legal frameworks, we actively embed rigorous external verification and industry collaboration into our compliance roadmap. We do not operate in a vacuum; our operating companies maintain active memberships in premier professional bodies and industry associations.

Memberships In Association

The Operating Companies maintain active memberships in various professional bodies and industry associations. We value these affiliations because they keep us informed about the latest industry trends and developments and allow us to connect with our peers and exchange valuable best practices. This involvement not only enhances our expertise but also supports our commitment to sustainable and responsible business practices.

ASSOCIATION	DIVISION
Toyota Supplier Club	IA
Chemical Industries Council of Malaysia ("CICM")	IA
Institut Kimia Malaysia ("IKM")	IA, POLY
Federation of Malaysian Manufacturers ("FMM") Selangor	IA, POLY
Malaysian Society for Occupational Safety and Health ("MSOSH")	IA
Malaysian Plastic Manufacturers Association ("MPMA")	POLY
Malaysia Shipowners' Association ("MASA")	LOG
Johor Freight Forwarders Association ("JOFFA")	LOG

Certifications

DIVISION	OPERATING COMPANY	CERTIFICATION
AA	ACC	- Environmental Management System ISO 14001: 2015 - Quality Management System ISO 9001: 2015 - Laboratory Accreditation MS ISO/IEC 17025

Sustainability Statement

DIVISION	OPERATING COMPANY	CERTIFICATION
IA	NSC	- Quality Management System ISO 9001: 2015 - HACCP MS 1480: 2019 - Makanan Selamat Tanggungjawab Industri ("MeSTI") - Kosher Certification - Certification of Authentication (HALAL)
	Kesuma	- Environmental Management System ISO 14001: 2015 - Quality Management System ISO 9001: 2015 - IATF 16949: 2016
	FSB	- Quality Management System ISO 9001: 2015 - Kosher Certification - Certification of Authentication (HALAL)
	ANT	- Chemical Health Risk - Control of Industrial Major Accident Hazards
POLY	NHSB	- IATF 16949: 2016 - Quality Management System ISO 9001: 2015
	PTNI	Quality Management System ISO 9001: 2015
LOG	ALB Marine	- Quality Management System ISO 9001: 2015 - Environmental Management System ISO 14001: 2015 - Occupational Health and Safety ISO 45001: 2018
	PCSB Cogent	Kosher Certification
INV	Components	- MS IEC 60898-1: 2003 - MS IEC 61008-2-1: 2003 - MS IEC 61008-1: 2003

In line with our commitment to transparent stakeholder disclosure, the Group received a regulatory fine of RM91,000 from the Department of Environment in FY2026 for non-compliance with industrial effluent parameters.

ANB viewed this incident as a critical prompt for systemic refinement. Immediate engineering interventions were implemented at the IA division facility, including precise chemical dosing optimisation and thorough process reviews. The plant has resumed full compliance with regional industrial effluent regulations, and subsequent third-party lab verifications confirm that treated discharge levels sit comfortably within standard legal thresholds.

Operational Compliance Focus	Compliance Indicator	FY2024 Performance	FY2025 Performance	FY2026 Performance
Effluent Monitoring	Significant incidents of industrial effluent non-compliance	2 Cases	1 Case	1 Case
Financial Conformance	Total value of statutory environmental fines paid (RM)	RM200,000	RM100,000	RM91,000

Quantitative data on our statutory effluent performance and the related remedial actions and costs are set out in Regulatory Compliance, and in the Sustainability Performance Indicators section.

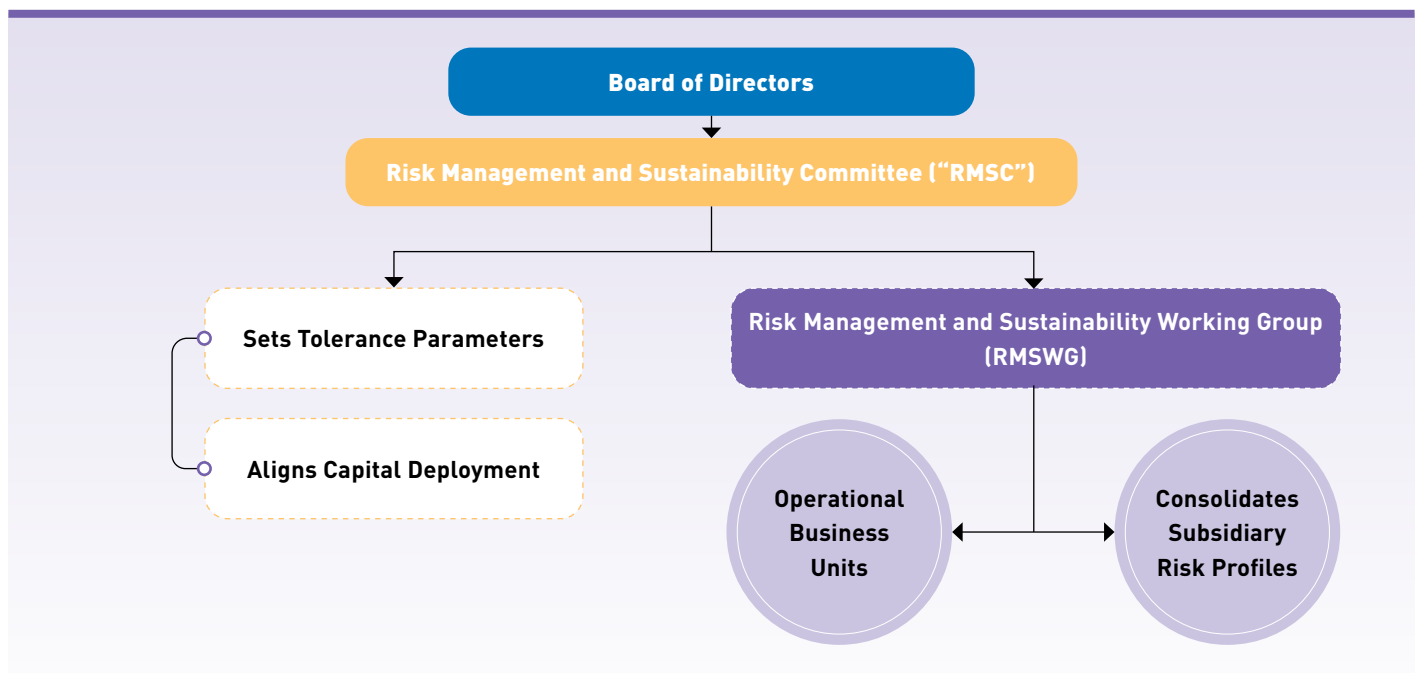
Moving forward, our operational objective for the upcoming financial periods remains clear: achieve a target of zero instances of legal non-compliance across our manufacturing portfolio by strengthening preventive maintenance controls.

Sustainability Statement

RISK MANAGEMENT

For ANB, navigating the intricate realities of chemical manufacturing, specialised polymers, and international logistics means that external factors continually shape our corporate horizon. Rather than treating risk management as an isolated retrospective exercise or a secondary compliance chapter, ANB frames risk as the proactive architecture of foresight. Our strategy focuses on identifying, evaluating, and embedding structural resilience directly into the operational registers of our individual operating companies long before disruptions can impact our bottom line.

A top-down governance network drives this proactive stance. At the strategy level, the Board of Directors, through the RMSC, establishes our tolerance parameters and ensures all capital deployment aligns with our long-term stability. This Board-level oversight is supported by the RMSWG, which connects directly with our operational business units. By consolidating the diverse risk profiles of our various subsidiaries into a unified, active register, this structure transforms potential market, environmental, and digital disruptions into clearly calculated avenues for corporate resilience.



Risk Framework: Scope, Integration & Financial Resilience

ANB's risk framework goes beyond standard transactional tracking to capture macro-level vulnerabilities, ensuring alignment with global institutional standards. Every identified threat is systematically assessed across three critical domains, each embedded directly into our central subsidiary registers.

Climate & Physical Risk

Through climate transition and physical modelling, the RMSWG evaluates how physical climate constraints, such as intense monsoon volatility or prolonged heatwaves, affect raw material security across our chemical processing divisions. These physical and transition climate risk variables are directly embedded in our asset protection plans, safeguarding both industrial output and long-term capital allocation.

Supply Chain & Upstream Exposure

Our risk register systematically monitors upstream supplier exposures, evaluating vulnerabilities ranging from feedstock chemical traceability to global logistics bottlenecks. Data from our newly deployed vendor-screening networks are actively utilised to mitigate concentration risks across our international supply base.

Digital & Infrastructure Security

As our operations continue to integrate automated manufacturing and processing technologies, the RMSWG maintains dedicated, continuous oversight of information security and infrastructure vulnerabilities, treating digital threats as critical variables for preserving systemic business continuity.

Sustainability Statement

ANB considers the potential effects of material sustainability-related risks on financial position, financial performance and cash flows through its enterprise risk-management and business-planning processes. In FY2026, climate-related financial effects were assessed qualitatively. The Group plans to strengthen the quantitative modelling of selected material climate-related risks during FY2027 and FY2028, subject to the maturity of the underlying data, methodologies and management assumptions.

By embedding these strategic risk assessments directly into our routine budgeting and equipment modernisation cycles, we maintain an agile capital structure. This disciplined financial interconnection ensures that our preventive engineering controls protect our operating cash flows from market volatility, reinforcing ANB's core promise of turning operational resilience into sustainable corporate value. For further information on environmental-related risks and opportunities, including the Group's climate-resilience assessment, refer to Environmental-Related Risks and Opportunities on pages 113-117.

ETHICAL CORPORATE GOVERNANCE POLICIES

At ANB, ethical corporate governance underpins our operational strategy and risk management framework, directly supporting long-term enterprise value. We ensure our business practices remain consistently transparent, accountable, and ethical by embedding robust governance policies across all operations.

Our corporate policies foster a unified organisational culture across all operating companies and subsidiaries. Relevant ethical policies, including the Anti-Bribery and Corruption Framework and the Code of Conduct, are communicated to suppliers, contractors and business partners through onboarding and contractual processes within the scope of the Sustainable Supply Chain Policy. ANB is progressively expanding screening and engagement coverage across relevant supplier categories.



The Group's main policies are highlighted in the diagram.

Overview of Core Governance Policies

Policy Name	Core Objectives & Scope	Target Audience & Coverage	External Alignment
Code of Conduct & Ethics	Outlines required standards of professional behaviour, conflicts of interest, workplace safety, and compliance with applicable laws.	100% of Employees, Management, & Board Members	Local Regulations / Best Practices
Anti-Bribery & Corruption (ABC) Policy	Establishes zero tolerance for bribery, extortion, kickbacks, and improper business payments across all transactions.	Group-wide Employees, Joint Venture Partners, & Third Parties	MACC Act Section 17A Guidelines
Whistleblowing Policy	Provides safe, confidential, and anonymous reporting channels to disclose suspected misconduct without fear of retaliation.	Internal Employees & External Third Parties	Whistleblower Protection Act
Supplier Code of Conduct	Mandates ethical behaviour, human rights adherence, environmental responsibility, and legal compliance across the supply chain.	Vendors, Contractors, & Supply Chain Partners	GRI 308 / GRI 414 / FTSE Supply Chain Standards

More information on these and other Group policies can be found on the Company's website at www.ancomnylex.com.

Sustainability Statement

ANTI-CORRUPTION & BRIBERY PREVENTION

ANB maintains an unyielding zero-tolerance policy regarding bribery, extortion, kickbacks, and all forms of corruption across its commercial operations. Transparency, fairness, and uncompromising ethical conduct guide every transaction and business partnership.

Our Anti-Bribery and Anti-Corruption ("ABAC") Policy outlines strict boundaries for all personnel, including executive leadership and Board Members. The acceptance or offer of monetary payments, gifts, hospitality, or personal favours that could improperly influence commercial outcomes is explicitly forbidden. Oversight and enforcement of the ABAC framework fall under the jurisdiction of the Chief Integrity Officer ("CIO"), who conducts formal inquiries into suspected policy breaches. Confirmed violations trigger strict disciplinary measures, including immediate contract termination and referral to legal authorities. ABAC compliance standards also apply to external vendor networks, contractors, and joint venture partners.

In FY2026, ANB broadened corrupt practices awareness across all Operating Companies, focusing on compliance with Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009 (Amendment 2018) and the practical embedding of the T.R.U.S.T. Principles, Top Level Commitment, Risk Assessment, Undertake Control Measures, Systematic Review, and Monitoring and Training into daily routines. During the financial year, all reporting ESG operating companies completed the Group anti-corruption training programme, including the employee assessment that accompanies it. Separately, operations assessed for corruption-related risks through the Group risk-management process represented 43.33% of operations in FY2026, as reported in the sustainability performance indicator. The assessment results inform control enhancements, training priorities and management oversight. ANB recorded zero confirmed instances of corruption or bribery across all business units in FY2026.

Anti-Bribery and Anti-Corruption Training Performance

ANB administers interactive Group-wide training modules incorporating real-world scenario assessments and knowledge evaluations. Targeted in-house sessions were also conducted by Group CIO Mr Phillip Karuppiah, providing practical guidance on applying ethical principles in daily operational decision-making.

Employee Category	FY2024 (Attendees)	FY2025 (Attendees)	FY2026 (Attendees)
Board of Directors	5	10	10
Management	65	175	218
Non-Management	240	449	379
Total Attendance	310	634	607

Overall training participation expanded rapidly from 310 attendees in FY2024 to over 600 annually in FY2025 and FY2026, demonstrating sustained momentum in anti-corruption engagement across all employee tiers.

% Workforce Trained	FY2024 (%)	FY2025 (%)	FY2026 (%)
Board of Directors	62.5%	100.0%	100.0%
Management	38.7%	77.4%	91.2%
Non-Management	24.2%	44.2%	35.2%

Board participation in anti-corruption training was 100% in FY2026, and management participation was 91.2%. Non-management participation remains an area for expansion. ANB will continue to extend relevant training and communication and to monitor coverage against the defined workforce population.

Zero

Incidents

Zero confirmed instances of corruption or bribery were recorded across all business units in FY2026.

100%

Training Coverage

All reporting ESG operating companies completed the Group anti-corruption training and the accompanying employee assessment during the financial year.

Full MACC Alignment

In line with Section 17A of the MACC Act 2009 (Amendment 2018) and T.R.U.S.T. Principles.

Sustainability Statement

CODE OF ETHICS AND WHISTLE-BLOWING

Complementing ANB's anti-corruption controls, workplace integrity is directed by the Group's Code of Conduct and Ethics and the Employee Handbook. Distributed to all onboarding employees and existing personnel, these documents articulate expectations regarding professional behaviour, fair competition, non-discrimination, workplace safety, and the protection of company assets.

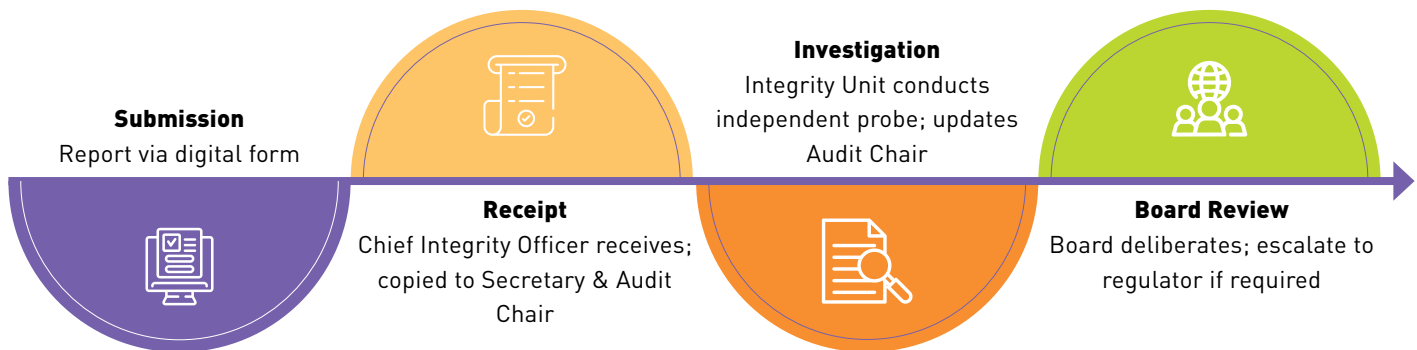
ANB maintains an accessible, confidential Whistleblowing Policy and dedicated grievance channels that enable employees and external stakeholders to report improper workplace behaviour, fraud, financial irregularities, harassment, or policy breaches without fear of reprisal or retaliation. In FY2026, the Integrity Unit received zero whistleblowing reports or grievance disclosures.

Whistleblowing Mechanism & Reporting Performance

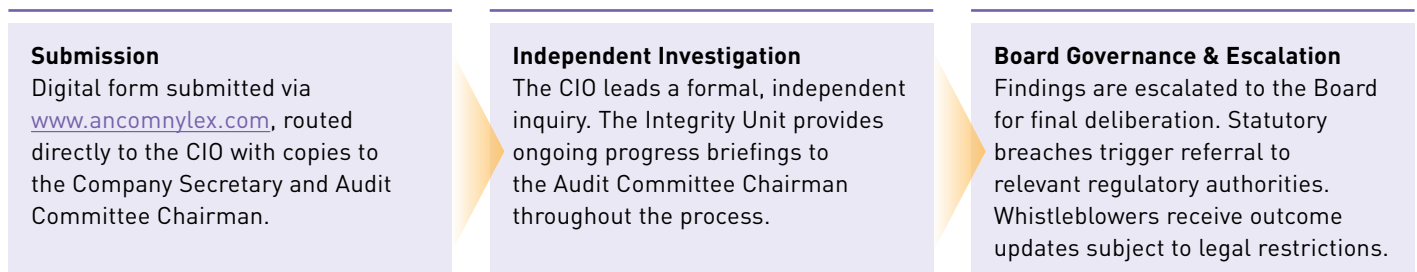
ANB's independent whistleblowing channel is actively monitored and explicitly open to both internal employees and external third parties (including suppliers, contractors, and members of the public) via dedicated secure email and postal addresses published on the corporate website.

Whistleblowing Metric	FY2024	FY2025	FY2026
Total Reports Received	0	0	0
Reports Investigated & Substantiated	0	0	0
Reports Closed / Resolved	0	0	0
Confirmed Incidents of Corruption / Retaliation	0	0	0

Reporting & Investigation Escalation Procedure



Reports are submitted digitally via the dedicated Whistle-Blowing Form hosted on ANB's official website. Submissions route directly to the Chief Integrity Officer (CIO), with simultaneous copies sent to the Company Secretary and the Chairman of the Audit Committee. The CIO leads an independent investigation, with the Integrity Unit keeping the Audit Committee Chairman briefed throughout the process. Findings are escalated to the Board of Directors for final deliberation and remediation; where statutory breaches are identified, reports are referred to relevant regulatory authorities. Subject to legal restrictions, whistleblowers receive status updates on the outcomes of determinations.



DIGITAL THRUST ON DATA PRIVACY AND CYBERSECURITY

In an increasingly digitised operating landscape, ANB treats data privacy as a vital element of corporate stewardship and stakeholder trust. The Group protects all personal information collected from customers, internal personnel, suppliers, and business associates in strict compliance with the Personal Data Protection Act (PDPA) 2010. Personal information is collected only with explicit consent, processed solely for authorised internal business functions, and protected against unauthorised third-party disclosure unless required by law.

To address evolving digital vulnerabilities and cyber risks, information security governance is integrated into the RMSWG framework. This ensures cross-functional oversight, regular threat modelling, and coordinated risk management across all operating subsidiaries. Technical defences, including continuous monitoring, system patches, perimeter defences, and anti-phishing safeguards, are actively upgraded across corporate networks. Specialised data privacy and cybersecurity awareness sessions are conducted regularly for executive management and Board Members.

▶ PDPA 2010 COMPLIANCE

All personal data is collected with explicit consent, processed for authorised purposes only, and protected against unauthorised third-party disclosure in full compliance with the Personal Data Protection Act 2010.

▶ RMSWG INTEGRATION

Cybersecurity governance is embedded within the RMSWG framework, ensuring cross-functional oversight, regular threat modelling, and coordinated risk management across all subsidiaries.

▶ TECHNICAL DEFENCES

Continuous monitoring, system patches, perimeter defences, and anti-phishing safeguards are actively upgraded. Specialised awareness sessions are conducted regularly for executive management and Board Members.

▶ PRIVACY COMPLAINTS

Zero substantiated complaints regarding customer privacy breaches were recorded in FY2026.

▶ DATA LEAKS

Zero data leaks identified or reported across all operating entities during the reporting period.

▶ SECURITY INCIDENTS

Zero security incidents recorded across corporate networks and systems in FY2026.

IN FY2026, ANB RECORDED NO CONFIRMED INCIDENTS OF CORRUPTION, NO SUBSTANTIATED WHISTLEBLOWING REPORTS, AND NO REPORTED DATA OR CYBERSECURITY BREACHES. THESE RESULTS ARE CONSISTENT WITH THE GROUP'S INTEGRITY, DATA-GOVERNANCE AND RISK-MANAGEMENT CONTROLS, WHICH CONTINUE TO BE MONITORED AND STRENGTHENED.

Sustainability Statement

SUPPLY CHAIN GOVERNANCE

The Group recognises that true corporate stewardship extends beyond its immediate operations. Building a resilient, transparent, and ethical supply chain is essential not only for mitigating operational and reputational risks but also for driving positive socio-economic and environmental impacts across the entire value chain.

ANB enforces a responsible procurement approach by extending core internal frameworks, including its Anti-Bribery and Anti-Corruption ("ABAC") Policy, Sustainable Supply Chain Policy, and Code of Conduct and Ethics, into all third-party contracts, vendor agreements, and commercial partnerships. The Sustainable Supply Chain Policy sets out ethical, labour, human-rights, health and safety, environmental and anti-bribery expectations for suppliers within the scope of the Group's supplier-management processes. ANB is progressively expanding supplier screening, engagement and verification activities using a risk-based approach.

Suppliers are required to comply with applicable laws, including the Malaysian Employment Act 1955, and with policy expectations informed by the core International Labour Organisation (ILO) conventions and applicable national regulations. Supplier social compliance is structured around four primary pillars:



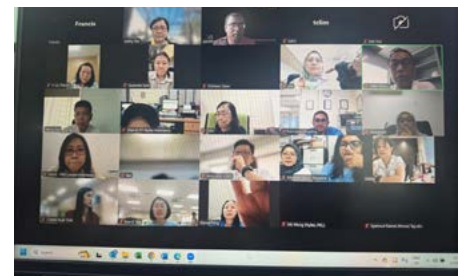
ANB's complete corporate governance framework, policy guidelines, and vendor engagement tools are publicly accessible via the official ANB Corporate Governance Portal.

Active Monitoring, Digital Risk Tracking & External Benchmarking

Digital ESG Supplier Survey — FY2026

FY2026 marked a pivotal advancement in ANB's vendor assessment strategy. ANB initiated its inaugural Digital ESG Supplier Survey to systematically evaluate high-risk suppliers across critical operational metrics, including fair labour practices and worker treatment, factory and site safety compliance, and chemical handling protocols and raw material safety profiles.

In parallel with rigorous compliance enforcement, ANB maintains a strategic commitment to national socio-economic growth. The Group prioritises expanding its domestic vendor ecosystem, ensuring that operational procurement actively generates shared domestic prosperity and supports local economic development.



Supply Chain Assessment Workshop with the Group

Sustainability Statement

EcoVadis Assessment

ACC, representing the Agrichemicals Division, underwent an independent corporate sustainability evaluation by EcoVadis in October 2025.

ACC received an inaugural EcoVadis score of 55/100. The assessment provides a baseline view of ACC's practices across EcoVadis's four core evaluation modules and informs improvement priorities.

- Environmental Stewardship
- Labour & Human Rights
- Ethics & Fair Practices
- Sustainable Procurement

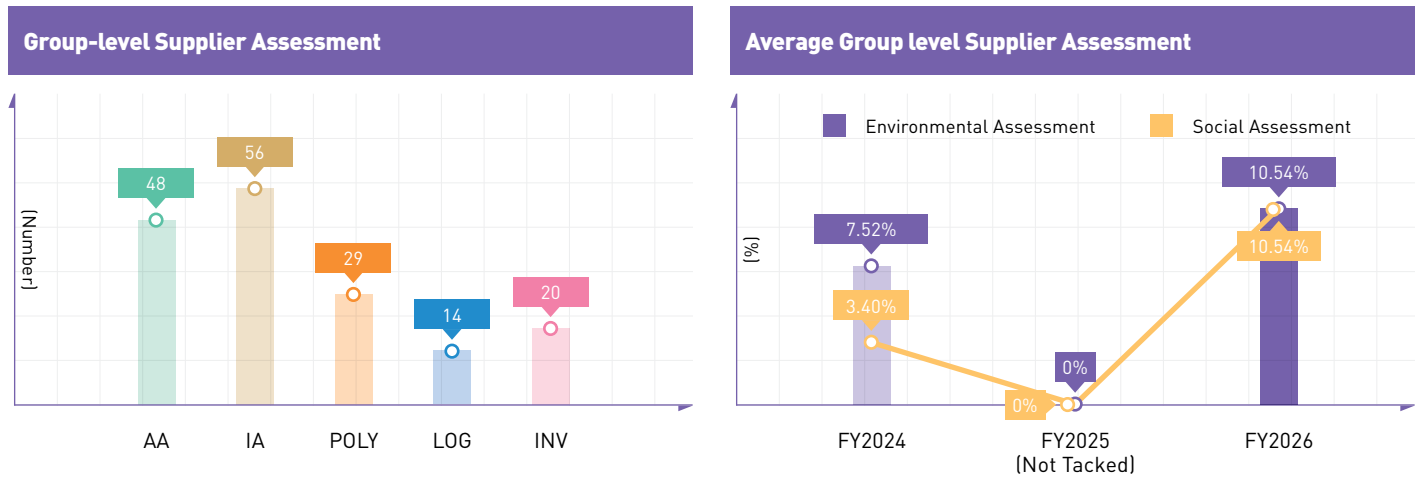
This external assessment serves as a strategic roadmap for continuous improvement across all Group subsidiaries.



Performance Indicator	Unit	FY2024	FY2025	FY2026
Total Active Key Suppliers Screened / Evaluated	Number	89	0	167
Operating Subsidiary Rollout Rate (22 of 30 Operating Companies)	%	N/T*	N/T*	73.33%
New Suppliers Screened Using Environmental Criteria	%	7.52%	N/T*	10.54%
New Suppliers Screened Using Social / Human Rights Criteria	%	3.40%	N/T*	10.54%
Significant Negative Environmental or Social Impacts Identified	Number	0	0	0
Corrective Action Plans Issued / Contracts Terminated for Non-Compliance	Number	0	0	0

Note: 1) N/T* = Not Tracked in historical reporting periods before the expansion of the Group's Sustainable Supply Chain Policy framework.

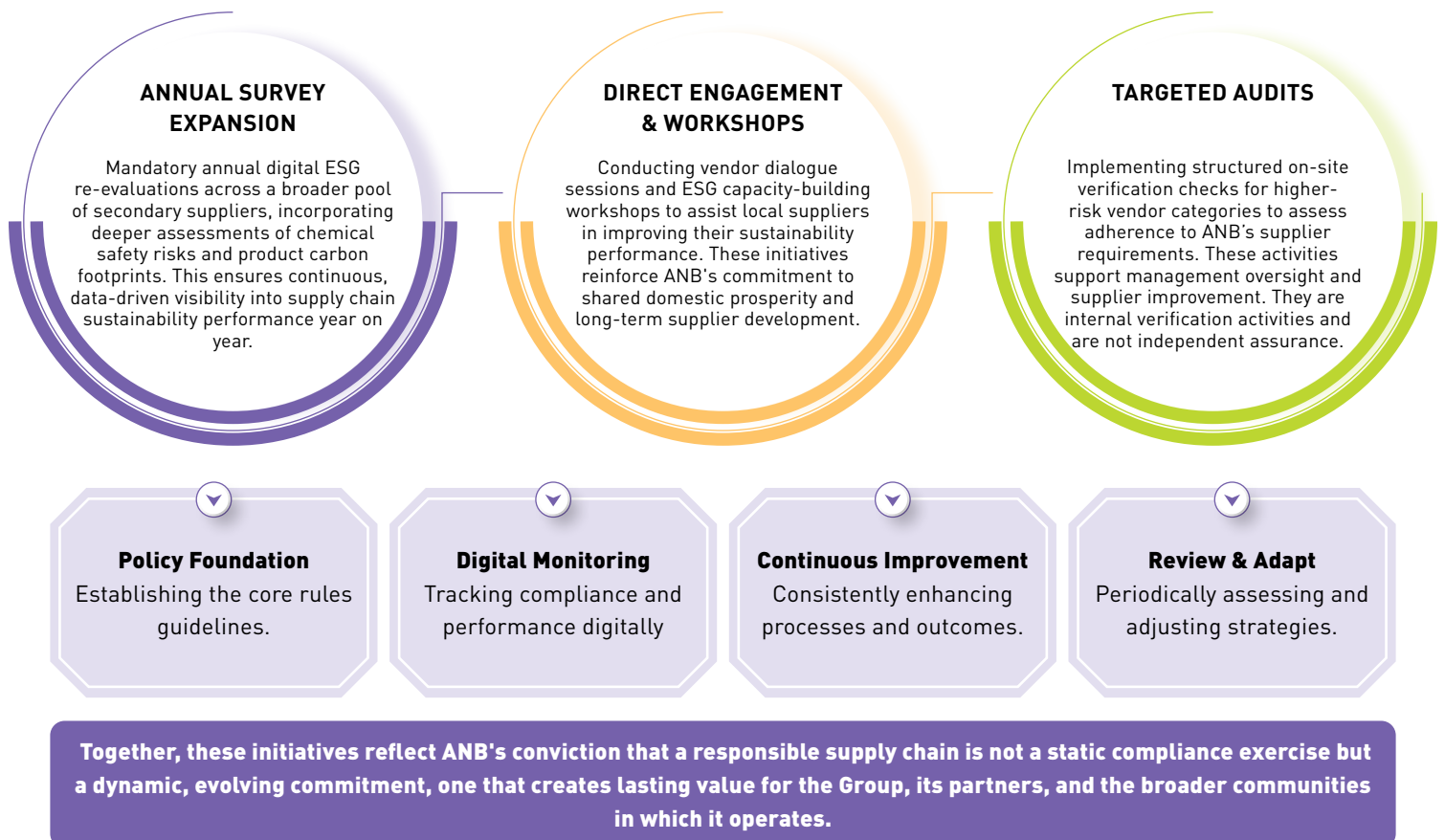
Sustainability Statement



Group-level Supplier Assessment results for both Environmental and Social Assessments.

Supply Chain Stewardship: Looking Ahead

ANB views supplier engagement as an ongoing journey of capacity building and shared progress. The Group's strategic roadmap for supply chain stewardship is built around three core initiatives designed to deepen ESG integration, strengthen supplier capabilities, and ensure robust on-the-ground compliance across all vendor tiers.





Social

FOSTERING COMMUNITY WITH CHEMISTRY



Recognising Employee Commitment to Workplace Health and Wellness

ESG ENGAGEMENTS: DRIVING IMPACT BEYOND BUSINESS

At ANB, our approach to sustainability focuses on practical, step-by-step progress across our operations and surrounding communities. Over the past financial year, our environmental and social activities have centred on employee participation, local community support, and environmental management.

By supporting local initiatives, employee wellness, and environmental efforts, we aim to manage operational risks and contribute constructively to the areas where we operate. From coastal tree planting and educational support to updating our labour policies and assisting local welfare homes, our activities reflect a steady effort to integrate responsible practices into our daily work.



Group and Subsidiary Workforce Wellness Initiatives

Recognising the role of preventative health management in supporting employee well-being, ANB and its operating subsidiaries within the head office expanded workplace health programmes over the past year.

Building on earlier efforts, the Group conducted the Weight Loss Challenge 2.0 for 2 months. The programme brought together 68 participants across eight Group entities: AMS, Entopest, PKG, Airefresh, Redberry, Meru Utama, Nylex Holdings, and ACC.

Demonstrating broader adoption across operating units, health and wellness activities were further extended at the subsidiary level. Nylex Holdings organised its own dedicated

wellness program, while ACC launched its inaugural weight-loss challenge for employees. These subsidiary-led initiatives reflect the integration of health and wellness practices across individual business units within the Group.

68

Participants
across eight Group entities in the
Weight Loss Challenge 2.0

127.7kg

Combined Weight Reduction
achieved through regular health
tracking and lifestyle adjustments

79.4%

of Participants Reduced Body Fat
across the 2-month programme

Sustainability Statement



AMS Employee Pickleball Session

To encourage active lifestyles and foster informal cross-departmental interaction, AMS organised a recreational pickleball session. The session brought together eleven colleagues for an afternoon of sport and practical team engagement, supporting physical activity outside standard office hours.



Petronita Orchid Run & Ride 2026 Participation

ANB participated as a Platinum Sponsor alongside HELM AG at the Petronita Orchid Run & Ride 2026 in Kuala Lumpur. In addition to financial sponsorship of local health charities, 20 representatives from AMS, Meru Utama, NHSB, and NSC actively participated in the event, promoting physical wellness and group participation in broader social causes.



Youth Sports Development: Sponsorship of Persatuan Tunas Puteri Cemerlang

As part of our commitment to youth development and community well-being, ANB provides ongoing sponsorship to Persatuan Tunas Puteri Cemerlang, supporting structured badminton training and tournament opportunities for young female athletes. In May 2026, sponsored players finished as Runners-Up in both the Girls' Singles Under-12 and Under-14 categories at a local tournament. Building on this momentum, the association fielded a team of junior athletes to compete in an international tournament organised by Chong Wei Fung's academy at the Puchong Sports Centre. Facing peers from Taiwan, Thailand, Singapore, Japan, and Malaysia, sponsored players competed across the Girls' Singles categories, gaining valuable international exposure and athletic experience.

Sustainability Statement



Empowering Youth Through Sports: Title Sponsorship of Johor U21 Volleyball Championship

ANB served as the Title Sponsor for the 2nd Ancom Nylex Johor U21 Volleyball Championship, held on 29–30 November 2025 at Segamat Basketball Stadium. Organised in partnership with the Johor Volleyball Association, the tournament brought together youth teams from across the state to foster athletic talent, teamwork, and healthy living among young athletes. By supporting platforms that nurture grassroots athletic excellence, the Group aims to create positive community impact and inspire active lifestyles for the next generation.



Empowering Penang Youth: Ancom Crop Care's Commitment to B40 Higher Education

Access to quality higher education remains a powerful catalyst for social mobility, yet for many promising youths from lower-income backgrounds, financial constraints pose a formidable barrier. Now in its third consecutive year, ACC continues to champion local talent development through its targeted scholarship initiative in Penang, delivering essential financial assistance directly to deserving students from B40 households.

Through this programme, ACC eases the burden of academic tuition and essential living costs, ensuring scholars can focus fully on their degree studies. To date, the initiative has provided multi-year support to 65 tertiary students across three successive cohorts, including the latest FY2026 intake of 25 new undergraduate degree scholars. By investing directly in the educational aspirations of Penang's youth, the Group reinforces its dedication to community upliftment, nurturing a new generation of skilled professionals who will contribute meaningfully to their families and the broader economy.

65

Total Tertiary Students Supported across three successive cohorts through multi-year support

25

New Students in FY2026 undergraduate degree students welcomed in the latest intake

3

Consecutive Years of ACC's targeted scholarship initiative in Penang

Sustainability Statement



Labor Standards and Community Outreach

To keep company policy aligned with emerging national regulatory frameworks on human rights, management representatives from Group HR, Group ESG, and Kesuma attended the “RBC 101 Series: Introduction to the National Action Plan on Business & Human Rights” workshop on 16 October 2025. Participation in this session provided structured guidance on identifying potential human rights risks within corporate operations and supply chains.



National Human Rights Action Plan Dialogue (NAPBHR 2025–2030)

Furthering our review of internal labour standards, members of the Group HR team participated in a national dialogue session on 3 November 2025, focusing on “Implementing Malaysia’s National Action Plan on Business and Human Rights (NAPBHR) 2025–2030”. Engaging in these discussions allows ANB to update its internal human resource policies, worker welfare guidelines, and administrative procedures in line with national policy developments.



Agathians Shelter World Children’s Day Initiative

On 20 November 2025, in observance of World Children’s Day, employee volunteers from ANB’s Petaling Jaya office visited Agathians Shelter, a registered welfare home in Petaling Jaya that provides shelter, care, and education support for boys from underprivileged backgrounds. Following consultation with shelter administrators regarding their operational needs, the team supplied fresh produce, non-perishable food items, and daily household supplies to support the home’s ongoing care programmes. In strict accordance with child privacy protocols and ethical guidelines, no photographs of the shelter residents were taken or published.

Sustainability Statement

Community Investment & Social Engagement Strategy

At ANB, our corporate responsibility extends beyond business operations to enriching the lives of the communities where we operate. In FY2026, the Group focused its social investments on four strategic core pillars: Education & Youth Empowerment, Sports Development & Youth Talent, Healthcare & Social Welfare, and Community Partnerships. Working with recognised non-governmental organisations, academic institutions and local civic bodies, these activities are intended to contribute to education, youth development, health, welfare and local engagement. ANB will continue to strengthen the monitoring of programme reach and, where practicable, outcomes, and does not report measured long-term social value or community resilience outcomes for FY2026.

Strategic Pillar	Key Programme / Initiative	Key Beneficiaries	Key Activities
Education & Youth Empowerment	Undergraduate Scholarship Programme (ACC)	Tertiary Students	Financial empowerment and academic support for high-achieving local undergraduates.
	Academic Excellence Awards (Istiadat Konvokesyen ke-20 UniMAP)	University Graduates	Recognition of academic excellence at Universiti Malaysia Perlis.
	Creative Youth Development (Pusat Kreatif Kanak-kanak Tuanku Bainun)	Underprivileged Youth & Children	Support for arts, culture, and creative education for underprivileged youth.
	Cultural & Heritage Support (Persatuan Tarian Singa Universiti Malaya)	University Students / Cultural Troupe	Sponsorship of student cultural uniforms and traditional arts preservation.
Sports Development & Youth Talent	Tunas Puteri Cemerlang Badminton Development	Youth Athletes & Young Women	Grassroots badminton coaching, skill development, and youth sports empowerment.
	National Athlete Sponsorships (Wong Tien C / Lim Chiew Sien)	Malaysian Athletes	Direct financial sponsorship to support national athletes in professional competition.
	Junior & Youth Tournaments (Datuk Foo Kok Keong Junior Championship 2026 & Johor U21 Volleyball Championship)	Youth & Junior Sports Community	Sponsorship of regional and national youth sporting tournaments to promote healthy lifestyles.
	Grassroots Sports Support (Rising Sun Basketball Academy & Player Jerseys)	Youth Players	Provision of sporting apparel and grassroots basketball training facilities.
Healthcare, Disability & Social Welfare	Medicine Assistance Scheme (Malaysian AIDS Foundation)	Vulnerable Patients / Healthcare	Funding for essential medical treatment and healthcare access for underprivileged patients.
	Disability Empowerment (Shape Me Up: Disability Runway Show 2025)	Persons with Disabilities (OKU)	Promoting inclusivity, accessibility, and disability awareness in the broader community.
	Child Welfare Support (World Children's Day 2025 – Agathians Shelter)	Orphaned & Vulnerable Children	Welfare assistance, basic needs provision, and festive care for the children's shelter.
	Community Health & Medical Support (Mazda Medicare Fund Charity Golf)	Underprivileged Medical Patients	Charitable contribution supporting mobile clinic operations and medical aid.

Sustainability Statement

Strategic Pillar	Key Programme / Initiative	Key Beneficiaries	Key Activities
Community Partnerships & Local Engagement	Farmers' Engagement & Field Day (Koperasi Petani P.Pinang Bhd - Hari Ladang 2025)	Local Farming Communities	Capacity building, agricultural outreach, and community engagement with local farming cooperatives.
	Plant Protection Advancement (Malaysian Plant Protection Society)	Agricultural Stakeholders & Industry	Supporting sustainable agricultural practices and crop health research.
	Community & Cultural Unity Events (Jamuan Hari Raya 2026 & Gawai/Kaamatan Golf)	Multi-ethnic Communities & Stakeholders	Fostering community cohesion, cultural celebration, and local stakeholder harmony.
	Civil Society & Veteran Support (Pandu Puteri Selangor, RESPA Gala Aidilfitri, Jabatan Pertanian)	Community Organisations & Retired Officers	Charitable contributions supporting local civic bodies, guide associations, and civil service welfare.
Charity Sports & Wellness Collaborations	Selangor Crown Prince Charity Cup 2025 & PETRONITA Orchid Run & Ride 2026	Charitable Beneficiaries & Public	Active participation and platinum sponsorship in high-profile corporate charity sporting events.
	Emergency Preparedness & Public Safety (Fire Drill with Jabatan Bomba dan Penyelamat)	Local Community & Industrial Safety	Joint safety exercises to reinforce industrial hazard response and community emergency readiness.

LABOUR PRACTICES AND HUMAN RIGHTS

Strategy and Governance Framework

At ANB, upholding fundamental human rights and advancing equitable labour practices are core pillars of our corporate strategy, workplace governance, and sustainability agenda. To proactively address sustainability-related social risks and preserve long-term human capital value across our business operations, the Group ensures its human resource and labour policies are anchored in universally recognised international standards. These include the International Bill of Human Rights, the Universal Declaration of Human Rights, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights (UNGP).



Sustainability Statement

Nine Core Human Rights Commitments

ANB upholds a comprehensive Human Rights Policy, Commitment Statement, and Operational Principles across all operating subsidiaries in Malaysia and our regional operations. Our human capital framework is structured around nine core commitments, spanning employee safety, non-discrimination, freedom of association, and the absolute prohibition of forced labour.



Prohibition of Forced Labour

ANB prohibits forced, bonded and involuntary labour. Employees are entitled to retain possession of their identity documents and personal belongings, and terms of employment are provided in written agreements that comply with applicable law before hire. The Group is progressively strengthening monitoring and verification of these requirements across its operations and labour-supply chain.

Fair Remuneration & Living Wages

Compensation benchmarked above local statutory minimum wage, with equal pay for equal work across all job functions and performance-linked bonuses.

Reasonable Working Hours

Working hours, overtime limits and rest intervals are managed in accordance with applicable labour legislation. Overtime is intended to be voluntary and is compensated at the applicable statutory rates.

To reinforce a safe and dignified workplace, ANB maintains a dedicated Anti-Sexual Harassment Policy that reflects the requirements of the Anti-Sexual Harassment Act 2022 and applicable employment legislation. The policy outlines clear definitions of misconduct, formal mechanisms for handling reports, and confidential investigation protocols overseen by neutral HR and legal officers. Robust whistleblowing and grievance procedures allow employees and stakeholders to report violations without fear of retaliation, and all reports are treated confidentially and thoroughly investigated.

Sustainability Statement

Employee Management & Workforce Diversity

ANB holds a deep respect for the fundamental dignity and human rights of all individuals across our business operations. Our approach to hiring and retention is guided by our comprehensive Group Diversity Policy, which emphasises equal opportunity for all, regardless of age, ethnicity, or gender. We recognise that a diverse workforce offers greater depth and breadth of perspectives, knowledge and experience. As we move into FY2027, we remain committed to review and update our workforce policies to support fair, inclusive and respectful employment practices across our operations.

Our Diversity Policy is built on three core pillars and shapes every stage of the employee lifecycle from recruitment through to succession planning and talent development. While we strive for diversity, the foremost considerations in selecting candidates remain knowledge, character, experience, integrity, competence, and the ability to carry out responsibilities effectively.



How our Diversity Policy shapes hiring and development



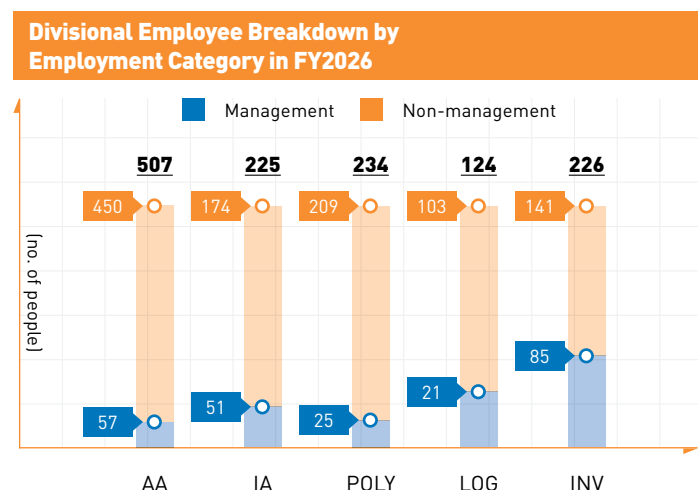
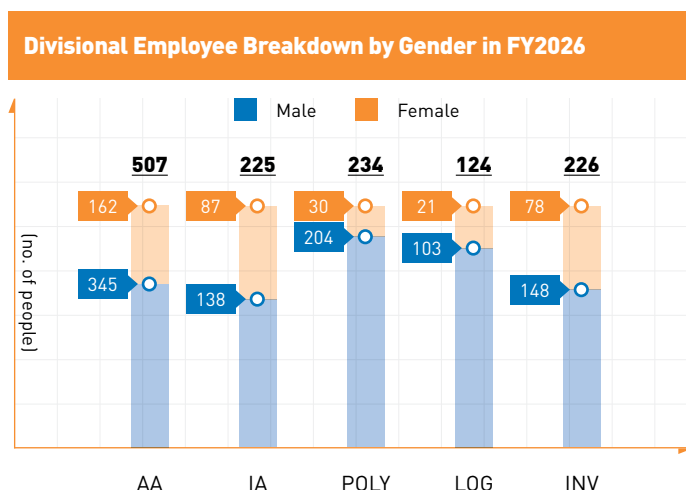
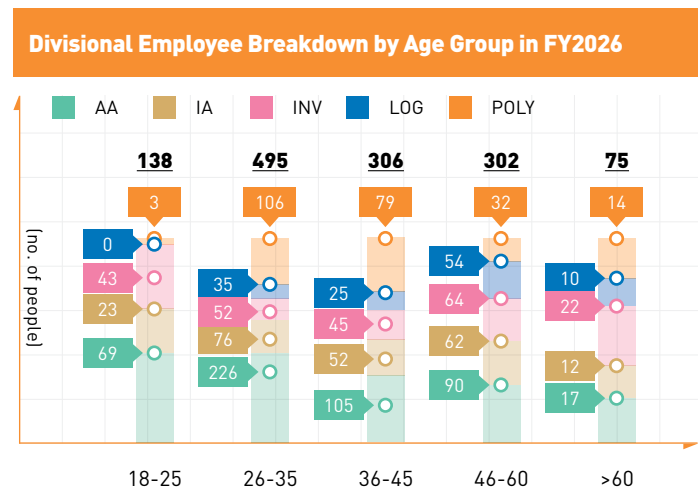
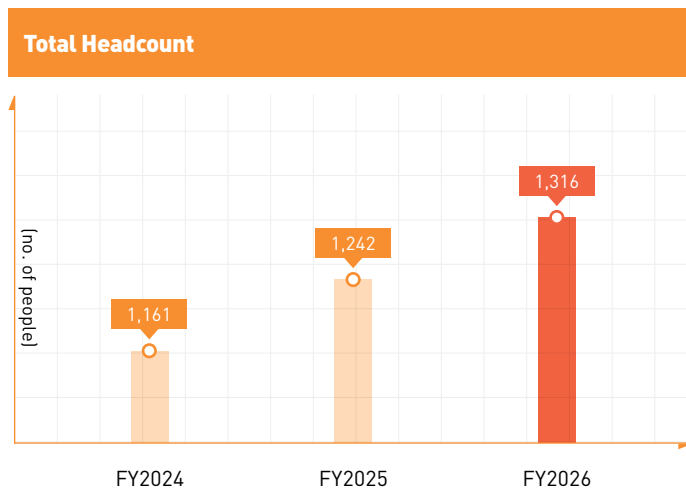
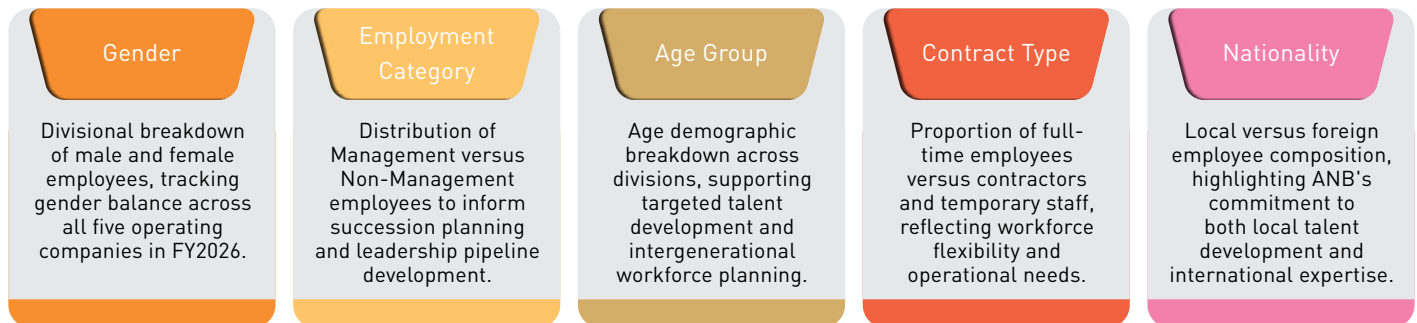
Sustainability Statement

Workforce Composition

FY2026 Divisional Breakdown

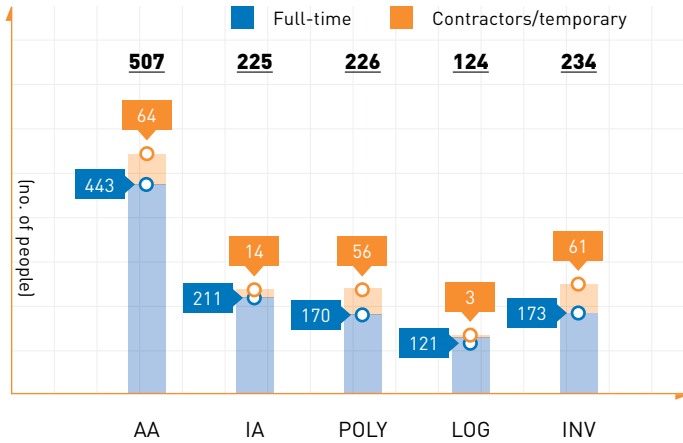
ANB's workforce composition across its operating divisions reflects the Group's commitment to building a diverse, inclusive, and capable employee base. The FY2026 divisional data captures employee distribution across five key divisions, AA, IA, INV, LOG, and POLY, analysed by gender, employment category, age group, contract type, and nationality. This multi-dimensional view enables the Group to identify gaps, track progress, and refine its diversity and inclusion strategies on an ongoing basis.

KEY WORKFORCE DIMENSIONS TRACKED ACROSS DIVISIONS

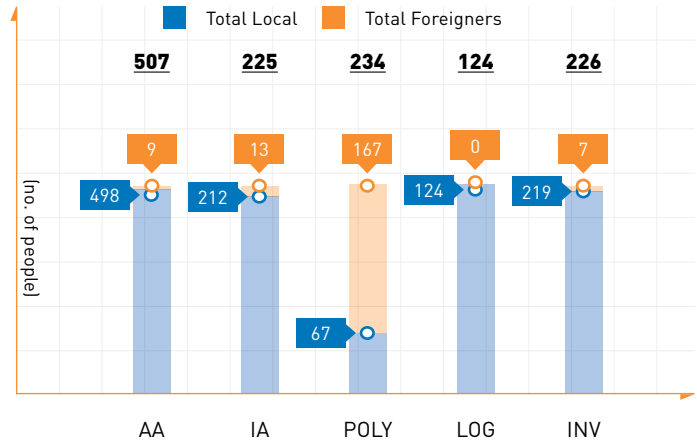


Sustainability Statement

Divisional Employee Breakdown by Contract in FY2026



Divisional Employee Breakdown by Nationality in FY2026

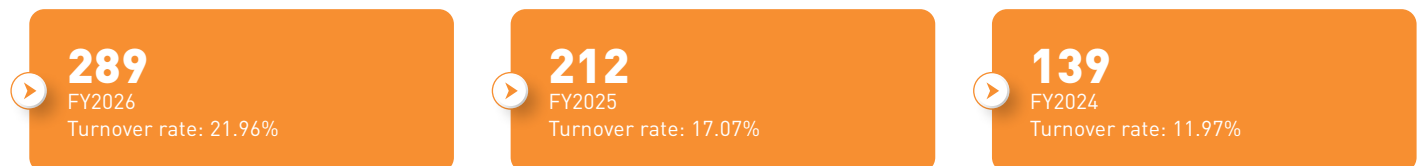


ANB REMAINS COMMITTED TO REVIEW AND UPDATE ITS WORKFORCE POLICIES TO SUPPORT FAIR, INCLUSIVE AND RESPECTFUL EMPLOYMENT PRACTICES ACROSS ALL OPERATING DIVISIONS.

Employee Turnover Analysis

ANB monitors employee turnover closely as a key indicator of workforce health and organisational stability. The data below captures total turnover figures and rates across FY2024 to FY2026, broken down by gender and employee category.

Total Turnover by Year

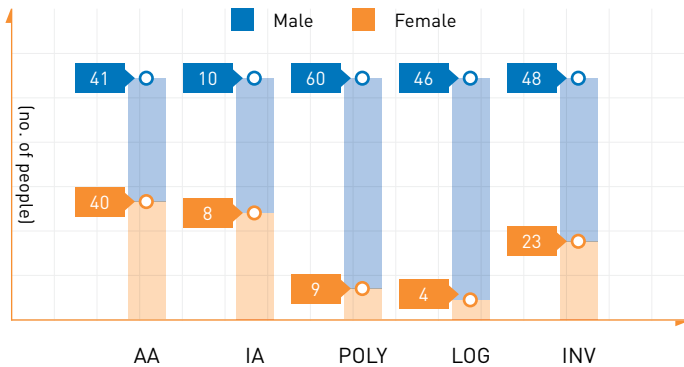


Turnover Breakdown

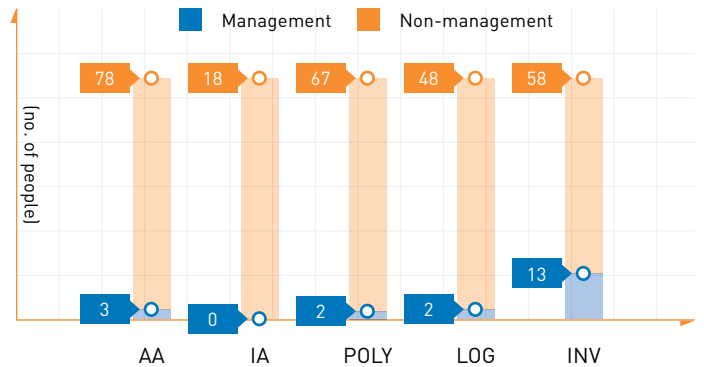
Category	FY2024	FY2025	FY2026
Turnover by Gender			
Male	99	147	205
Female	40	65	84
Turnover by Employee Category			
Management	13	36	20
Non-management	126	176	269

Sustainability Statement

Divisional Employee Turnover by Gender in FY2026



Divisional Employee Turnover by Employee Category in FY2026



In FY2026, total turnover stood at 289 employees. Notable shifts include a significant increase in male turnover and a rise in non-management-level departures, reflecting evolving workforce dynamics across the Group's operating divisions.

Employee Benefits & Engagement

ANB provides fair, market-benchmarked remuneration to attract and retain essential talent. Our packages combine base pay, performance bonuses, and increments with non-financial benefits to reward employee contributions.

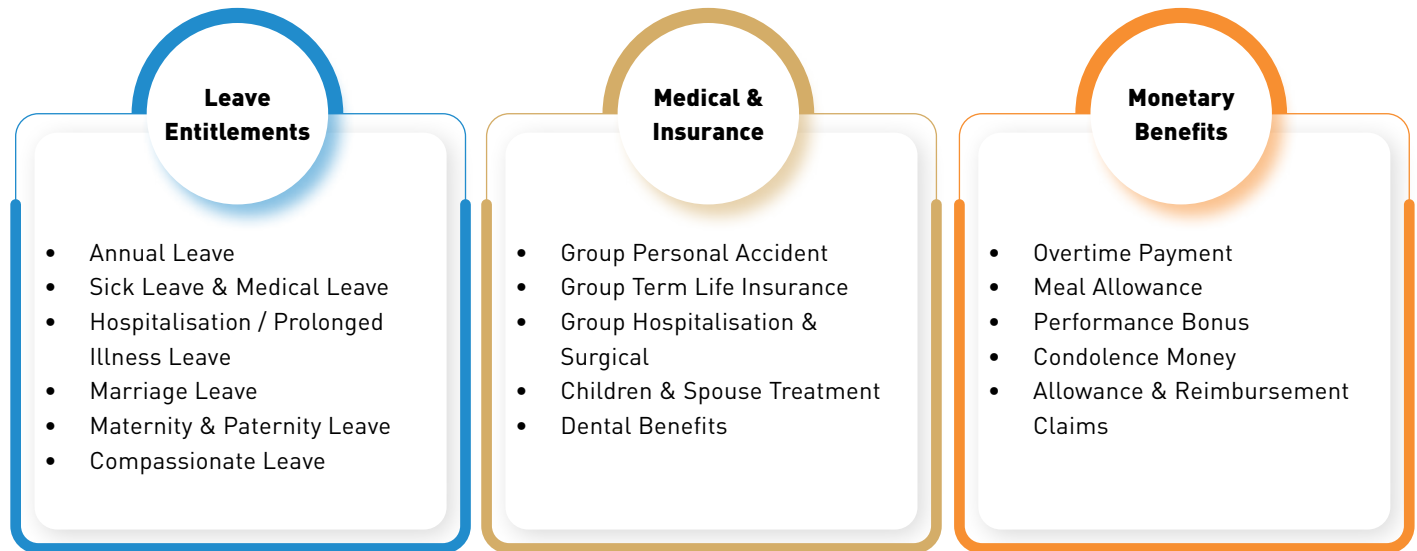
Malaysia	Singapore	Indonesia	Vietnam
Operating companies comply with statutory welfare mandates through contributions to the Employees Provident Fund (EPF), Social Security Organisation (SOCSO), and Employment Insurance System (EIS).	In line with Ministry of Manpower (MOM) regulations, the Group fulfills statutory Central Provident Fund (CPF) contributions for eligible citizens and permanent residents, alongside mandatory Work Injury Compensation (WICA) coverage and statutory leave.	Eligible employees are enrolled in national Badan Penyelenggara Jaminan Sosial (BPJS) schemes, covering retirement and employment protection (BPJS Ketenagakerjaan) and healthcare (BPJS Kesehatan).	PKG V complies with local labour laws by maintaining compulsory contributions to statutory social, health, and unemployment insurance schemes.

For financial details refer to Statement of Financial Position.

Sustainability Statement

Comprehensive Benefits Package

Beyond statutory requirements, ANB provides a broad suite of benefits designed to support employee well-being, financial security, and work-life balance across all operating countries. These benefits are structured across three core categories.



ANB'S COMMITMENT TO STATUTORY COMPLIANCE AND VOLUNTARY BENEFIT CONTRIBUTIONS REFLECTS OUR PEOPLE-FIRST CULTURE BY ENSURING THAT EVERY EMPLOYEE ACROSS MALAYSIA, SINGAPORE, INDONESIA, AND VIETNAM IS SUPPORTED, PROTECTED, AND VALUED.

TRAINING DEVELOPMENT AND MANAGEMENT

The professional development of our workforce is an essential driver of the Group's long-term corporate strategy. We view continuous learning as a vital investment in maintaining ANB's competitive advantage, as it empowers employees with the requisite skills and knowledge, directly enhancing operational performance, organisational productivity, and long-term business resilience.

Accordingly, the Group remains committed to cultivating an environment where structured training and capability development are prioritised at all organisational levels. This framework commences upon onboarding, ensuring new hires are thoroughly equipped with the foundation required for role success, and extends throughout their careers through specialised professional, technical, and leadership programmes tailored to specific operational requirements.

In FY2026, we expanded our learning offerings to encompass essential operational disciplines, including emergency response, first aid, sales capability building, and specialised technical training, to ensure continuous performance optimisation across business units.

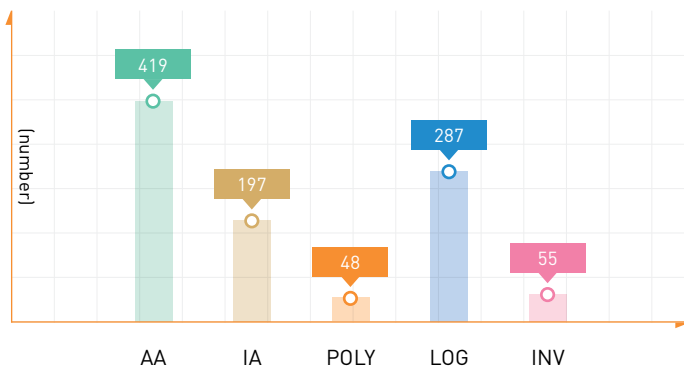
Sustainability Statement

At the same time, capability development was elevated to a strategic priority through targeted ESG training, including workshops on Climate Risk Assessment (CRA) and Supply Chain Assessment. These sessions involved key management and cross-divisional leaders and focused on assessing climate risks, enhancing supply chain sustainability, and integrating proactive ESG strategies into our operations. By providing our teams with comprehensive insights into sustainability trends and regulatory requirements, the Group demonstrates its dedication to aligning business practices with global stakeholder expectations and fostering long-term value.

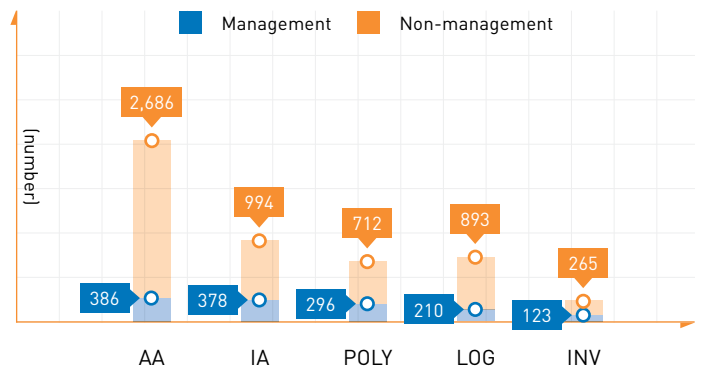


Conducted in a hybrid format combining on-site participation with virtual attendance for overseas colleagues, bringing together leadership and operational teams across 30 Group subsidiaries.

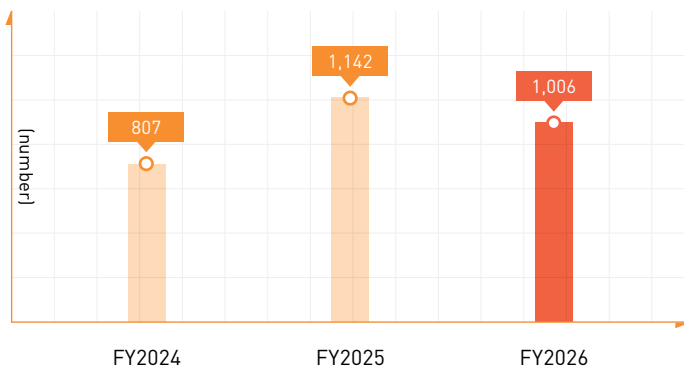
Divisional Number of Employee Trained in FY2026



Number of Training Hours by Division in FY2026



Total employees trained



Training	FY2024	FY2025	FY2026
Total employees trained	807	1,142	1,006
Total Training hours	7,875	10,176	6,942
Management	3,855	1,841	1,393
Non-Management	4,020	8,335	5,550

Sustainability Statement

Some of the training programmes conducted in FY2026 include the following:

AA

A Technical, Engineering & Pest Control Operations:

- Boiler & Steam System (OTC Training Centre)
- Chillers & Cooling Tower Optimisation (IPA)
- Civil Engineering for Non-Civil Engineers (School for Professionals)
- Piping, Fitting and Pump Problem Identification (School for Professionals)
- HVAC Cooling Load Calculation and Principles (OTC Training Centre)
- Hydrogen Cyanide Fumigation Training (Moon Trading)
- Pesticide Applicator License (PAL) Course & EP Modules (Technical Dept)
- Cockroach Biology & Control, Termite Baiting, Rat Control, Fly Identification, Stored Product Insects (SPI) Program (Technical Dept / Exterminex / Foggers Marketing)

B ISO, QA/QC & Laboratory Standards:

- ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018 Awareness & Internal Auditor Training (AJA / SIRIM Academy)
- ISO/IEC 17025:2017 Internal Auditing (SIRIM Academy)
- General QA/QC Procedures for Testing Laboratories (IKM)
- Measurement Uncertainty Evaluation Method for Test Laboratories (Consult GLP)

IA

A ESG, Climate & Strategic Sustainability:

- ANB Climate Risk Assessment (CRA) Workshop (Joshua Rayan Communications)
- Carbon Accounting: Measure & Report (EcoVadis)
- Webinar on the Climate Change Amendment in ISO 9001 (Foster Training)
- People and Planet: Prioritising What Matters Most (Mölnlycke Health Care AB)

B Quality, Food Safety & Halal Compliance:

- ISO 14001 Awareness & EMS Documentation Implementation (Atita Consultancy)
- ISO 9001:2015 QMS Awareness & Internal Audit (Quantum Wave Enterprise)
- New MS 1480:2025 HACCP Awareness Training (SGS Malaysia)
- Quality Policy, Food Safety Policy & Halal Policy Departmental Briefings (In-house)
- Halal Awareness Training for New Employees (Internal)
- External Engagement: Halal Certification for Consumer Goods (UniMAP)

LOG

A Maritime, Port & Terminal Operations:

- Loading Master Training for Oil, Gas, Petrochemical and Palm Oil Products (Whitegrass Enterprise)
- ClassNK Kuala Lumpur Technical Seminar (Nippon Kaiji)
- Seminar on SOLAS Requirements (Nippon Kaiji)

B ESG, Group Strategy & Professional Development:

- ANB Climate Risk Assessment Workshop (ANB)
- Kick-off Briefing: ANB Supply Chain Assessment (ANB)
- Cyber Security Awareness (ANB)
- Anti-Bribery Training (ANB)
- axPOD Masterclass 2.0 (YYC GST Consultants)
- Team Building: High Performance Team (Mad Group)

INV

A ESG, Energy & Climate:

- Unlocking Revenue and Sustainability: Exploring Carbon Credit Opportunities in the Palm Oil Industry 2025 (Maps & Globe)
- Greenhouse Gas (GHG) Reporting: From Basics to Best Practices (UTAR)
- FMM SKLB & ERS Energy Seminar: Powering Profits Sustainability 2.0 (FMM)

B IT, Project Management & Organisational Development:

- Project Management Core Skills Development Workshop (P2P Talent Development)
- Project Management Professional (PMP) Certification Preparation (Sharma Management)
- Information System Security Professional Workshop 1 (ISSPW 1) (P2P Talent Development)
- EasyPay Run Your Pay and Advanced Run Your Pay (Access Software)
- Leadership and Management Training (WICE Consultancy)

OCCUPATIONAL SAFETY AND HEALTH

At ANB, getting safety right is fundamental to our core identity and operational excellence. Across our diverse operating activities, including chemical manufacturing, formulation, marine services, and road tanker logistics, managing physical and chemical hazards with absolute rigour is essential to sustaining our licence to operate and protecting long-term enterprise value. We monitor two distinct safety rates. The Lost Time Incident Rate ("LTIR") is reported to meet the Bursa Securities common indicator requirements of Bursa Securities' Sustainability Reporting Guide (3rd Edition), and the Total Recordable Incident Rate ("TRIR") is reported to meet the requirements of the SASB Chemicals Standard RT-CH-320a.1 as we progress our alignment with IFRS S1. The two rates are calculated on different numerators and are not interchangeable. FY2026 is the first year in which TRIR is reported, following our adoption of the SASB Chemicals Standard. LTIR has been reported in prior years and continues to be disclosed as our Bursa Securities common indicator. We view both, together with our fatality record, not merely as compliance benchmarks but as vital signals of operational discipline that are trusted by institutional investors, lenders, and global rating bodies.

Our Approach and Governance Framework

OSH governance is anchored by the Group Safety and Health Committee (SHC), which reports directly to the Risk Management and Sustainability Committee (RMSC) at the highest level of leadership. Safety officers are embedded at each manufacturing facility to oversee daily execution and risk management. Board-level stewardship has been explicitly designated at the Group level, reinforcing executive accountability for health, safety, and operational resilience.

Inclusive Decision-Making

SHCs operate across all relevant Operating Companies with equal management and employee representation, meeting at least biannually to review emerging hazards, evaluate incident investigations, and address workplace concerns raised by employees and unions.

Rapid Dissemination

Decisions, updated safety protocols, and operational learnings are rapidly disseminated across the workforce via internal announcements, email blasts, and toolbox talks, ensuring health and safety remain top priorities from the shop floor to executive decision-making.

Executive Accountability

Board-level stewardship is explicitly designated at the Group level, reinforcing that safety performance is a leadership priority embedded within ANB's broader operational resilience strategy.

Proactive Safeguards, Climate Resilience & Regulatory Compliance

Compliance & Emergency Preparedness

Our commitment to safety extends comprehensively across our value chain, encompassing employees, contractors, site visitors, and surrounding communities. ANB requires its operating units to comply with applicable occupational safety, health and environmental requirements, including the *Occupational Safety and Health Act (OSHA) 1994*, and the *Environmental Quality Act (EQA) 1974*. Regular DOSH-registered machinery inspections and biannual safety and environmental audits are conducted to verify compliance, test equipment integrity, and benchmark operating standards.

Emergency preparedness forms a critical line of defence across all manufacturing sites. Comprehensive Emergency Response Plans (ERPs) covering chemical spillage, hazardous material transport, industrial fire, and flooding are maintained and regularly tested through routine drills. Community liaison protocols are also embedded within site operating licences to safeguard local habitats and ensure rapid, coordinated communication during critical incidents.

Sustainability Statement

REGULATORY COMPLIANCE

Strict adherence to OSHA 1994, and EQA 1974, with regular DOSH-registered inspections and biannual safety and environmental audits.



EMERGENCY RESPONSE PLANS

Comprehensive ERPs covering chemical spillage, hazardous material transport, industrial fires, and flooding are regularly tested through routine drills across the operation buildings.



SPECIALIST CERTIFICATIONS

Workforce certified in Confined Space Entry, Chemical Spillage Control, and IMDG Hazardous Transport to mitigate process-specific hazards effectively.



COMMUNITY LIAISON

Site operating licences embed community liaison protocols to safeguard local habitats and ensure rapid, coordinated communication during critical incidents.



Empowering Workforce Wellbeing & Community Safety

Beyond operational and physical hazard mitigation, our wellness initiatives actively promote holistic employee health, preventative care, and community wellbeing:

Cardiopulmonary Resuscitation (CPR) Awareness Training (30 June 2025):

The Group SHC organised a hands-on CPR training session delivered by the clinical team from H2H. Thirty colleagues across various divisions acquired life-saving emergency response skills, extending safety competency beyond the workplace into the broader community.



Sustainability Statement

Station-Specific Chemical Safety Training

At ANT, chemical safety training is integrated directly into daily operational workflows through station-by-station instruction. Personnel undergo comprehensive training across distinct operational stations, including jetty loading manifolds, bulk storage tank farms, pump houses, and road tanker loading bays, ensuring operators master product-specific handling protocols, vapour control systems, and localised emergency shut-off procedures before managing liquid chemical transfers. Specialised programmes, such as Loading Master Training for Oil, Gas, Petrochemical, and Palm Oil Products, further reinforce process safety and terminal integrity.



Breast Cancer Screening Programme

In conjunction with Breast Cancer Awareness Month, the Group partnered with Ancom Truelife and Duopharma to organise confidential, non-invasive health screenings. Thirty-six (36) female employees received one-on-one consultations using portable iBreast screening technology operated by certified female healthcare professionals, reinforcing our commitment to gender-inclusive workplace wellbeing and preventative health management.



Health and Infectious Disease Management.

The Group maintains rigorous workplace health protocols covering communicable disease prevention. Medical screenings for foreign workers are conducted upon onboarding and renewed annually in compliance with the Employment (Restriction) Act 1968. Comprehensive guidelines on HIV/AIDS, tuberculosis, and malaria awareness are proactively maintained across operating locations.

Sustainability Statement

Safety Performance & Metrics

We systematically record, track, and monitor key safety metrics at the operating companies level across our full reporting boundary, consolidating data monthly for Group review.

Safety performance

In FY2026, the Group recorded seven OSHA-recordable incidents across over 3 million hours worked, giving a TRIR of 0.46 per 200,000 person-hours, within our internal benchmark target of <1.0. Three of those cases resulted in lost workdays, giving a LTIR of 0.20 per 200,000 person-hours, and the remainder comprised one restricted work case and three medical treatment cases. FY2026 is the first year in which the Group reports on TRIR, as introduced by the SASB standard, and no comparative data is available. LTIR, which the Group has reported in prior years, improved to 0.20 from 0.70 in FY2025. Every case was investigated to determine the root cause, and corrective actions were implemented across the affected facilities, including mandatory PPE refresher training, revised supervisory safety audits, and enhanced station-specific chemical-handling protocols.

OSH indicator	FY2024	FY2025	FY2026	Target
Work-related fatalities	0	0	0	0
Recordable incidents (number of cases)	N/A	9	7	Seven OSHA-recordable cases: three lost-time, one restricted-work, three medical treatment
Lost Time Incident Rate (LTIR)	0.42 ^R	0.70	0.20	Bursa Securities common indicator C5(b)
Total Recordable Incident Rate (TRIR)	Not reported	Not reported	0.46	First year of disclosure, no prior-year comparative available
Restricted Work Cases	N/A	1	1	0
Employees trained on OSH	294	561	163	

Note:

- (1) Safety rates, employees. In alignment with Bursa Securities Sustainability Reporting Guide (3rd Edition), LTIR is reported as incidents resulting in lost workdays per 200,000 person-hours worked. Concurrently, to satisfy SASB Chemical Sector Standard RT-CH-320a.1, TRIR captures all OSHA-recordable injuries, including lost time, medical treatment and restricted work cases, per 200,000 person-hours worked. The two measures use different numerators and are not interchangeable. FY2026 is the first year in which TRIR is disclosed. The rates presented for FY2024 and FY2025 are LTIR, reported under Bursa Securities' common indicator C5(b), and no TRIR comparative is available.
- (2) TRIR is calculated per 200,000 person-hours worked as ("Total Recordable Incidents" ×200,000)/"Total Hours Worked".
- (3) FY2026 rates are calculated on 3 million person-hours worked across all operating companies. The seven recordable cases comprised three lost time injuries, one restricted work case and three medical treatment cases, arising principally from chemical splash and inhalation exposures and one forklift foot injury. The LTIR comparatives of 0.42^R for FY2024 and 0.70 for FY2025 are the rates previously presented as TRIR and have been relabelled, with no change in the underlying values; the reclassification is set out in Appendix I. Non-occupational illness, property damage only events and first aid cases are excluded from both rates in line with OSHA and Bursa Securities criteria. Corrective measures, including refresher training and enhanced supervision, were implemented immediately.
- (4) N/A data is not available.



Environmental

INNOVATING FOR A GREENER FUTURE



At ANB, we recognise that preserving and nurturing the Earth's resources is fundamental to our long-term value creation. Our operations consume natural resources such as energy, water, and raw materials, and generate emissions, waste, and wastewater. We regard these impacts as material to our business and to our stakeholders, and we manage them as a core part of our operations.

Each business segment is expected to identify operational efficiency opportunities and to support the development of measurable environmental objectives appropriate to its activities, resource profile and regulatory context, covering energy and water use together with the associated outputs of greenhouse gas (GHG) emissions, waste and wastewater. By running efficient operating systems, we reduce our environmental footprint while achieving meaningful cost savings.

COMMUNITY AND EMPLOYEE ENVIRONMENTAL INITIATIVES



World Environment Day: Group-Wide Recycling and Upcycling Initiatives

In conjunction with World Environment Day on 5 June 2025, ANB launched its inaugural Group-wide Recycling and Upcycling Programmes across its operating entities, officially officiated by Executive Vice Chairman Dato' Siew Ka Wei and Managing Director & Group CEO Datuk Lee Cheun Wei. Aligned with the ANB ESG Framework's waste management and employee engagement priorities, the initiatives aim to embed sustainable waste practices into daily business operations. By establishing structured recycling channels and promoting internal material upcycling, the Group seeks to reduce operational waste, enhance staff environmental awareness, and foster a culture of shared environmental responsibility across all operations.

Sustainability Statement



Group-Wide Recycling Challenge

To encourage responsible resource use and waste segregation across our operating facilities, ANB organised its inaugural Group-Wide Recycling Challenge from 16 June to 1 August 2025, timed to coincide with World Environment Day. Employees across participating subsidiaries collected, weighed, and sorted 942 kgs of recyclable materials, including plastics, cardboard, glass containers, and electronic waste, thereby diverting them from municipal landfills.



Group-Wide Upcycling Competition

To promote resource circularity and material reuse, the Group hosted an Upcycling Competition under the theme "Ending Plastic Pollution: Be Creative. Be Bold. Be Sustainable". The initiative generated over 20 individual entries from employees across various business units who transformed discarded materials into functional household items and decorative crafts. Submissions were evaluated on practical utility and resource efficiency, with employees from ACC receiving the Most Original Creation and Most Creative Design recognitions.



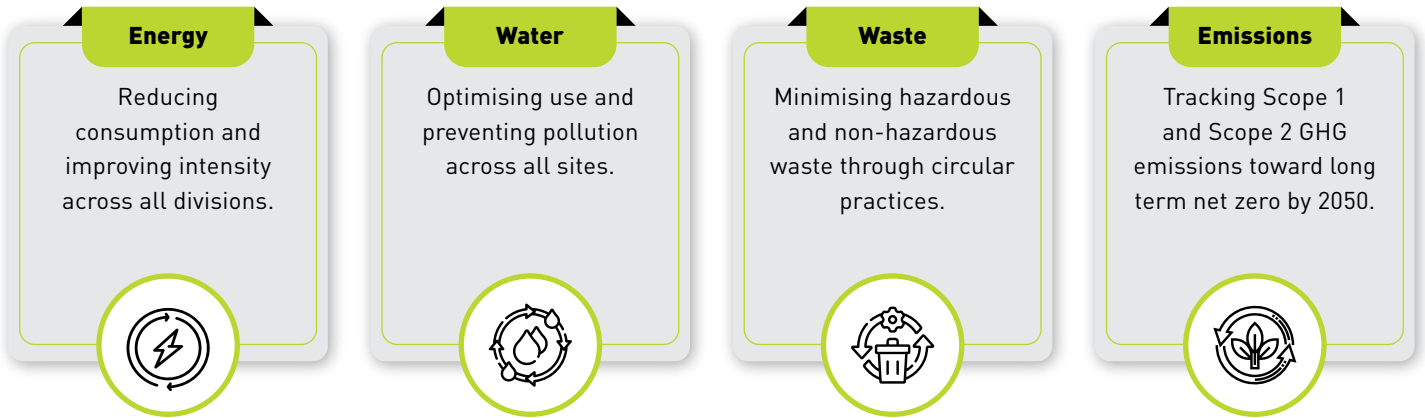
Kampung Sijangkang Mangrove Restoration Project

On 7 February 2026, ANB conducted its second consecutive mangrove planting session at Taman Rekreasi Paya Bakau in Kampung Sijangkang. A group of 45 employee volunteers representing seven Group entities, including AMS, NHSB, ACC, ANT, Kesuma, Green Lagoon Technology, and ATG Avionix, planted 300 mangrove saplings at the reserve, which had been an illegal dumping site before local rehabilitation efforts. Over an estimated 25-year growth cycle, these saplings are calculated to sequester approximately 92.4 tonnes of CO₂ equivalent, adding to mature trees on-site that absorb over 3,600 kg of CO₂ annually. The expanding mangrove belt also functions as a natural coastal buffer, helping reduce incoming wave energy by up to 66%, thereby easing shoreline erosion risks for the adjacent village community.

Note: These figures are not netted against the Group's reported GHG emissions in this report and do not constitute verified carbon credits under any third-party crediting scheme; they are presented solely to describe the Group's community environmental engagement activity.

Sustainability Statement

Efficient operating systems enable us to reduce our environmental footprint while achieving meaningful cost savings. Oversight ultimately rests with the Board through the RMSC, supported by the RMSWG, which sets strategic direction and monitors progress against our environmental commitments.



Governance, Compliance & Performance Measurement

In FY2026, ANB received a regulatory penalty of RM91,000 from the Department of Environment in relation to industrial effluent discharge parameters. The Group takes this matter seriously and has treated it as an opportunity to strengthen our environmental governance further. Immediate corrective actions were undertaken, including fine-tuning dosing rates at the treatment plant and optimising processes to improve treated effluent quality. These measures support adherence to Standard B of the Environmental Quality (Industrial Effluent) Regulations. ANB remains committed to continuous improvement, ensuring all facilities operate in accordance with applicable environmental laws and best practices.

PERFORMANCE MEASUREMENT

This report discloses both absolute and intensity indicators in line with Bursa Securities' Sustainability Reporting Guide, enabling stakeholders to assess our progress across the Group. Critically, ANB is also advancing alignment with IFRS S2 (ISSB Climate-related Disclosures) by integrating climate-related risk and opportunity disclosures, emissions-intensity metrics, and governance structures consistent with TCFD and ISSB requirements.

Absolute indicators 	Intensity indicators 	IFRS S2 
Scope 1 and Scope 2 GHG emissions (tCO ₂ e), total water withdrawal (m ³), energy consumption (TJ), and total waste generated (tonnes)	Carbon, electricity and water consumption per RM million of revenue, enabling performance to be understood relative to business growth	Integration of climate-related risk and opportunity disclosures, emissions intensity metrics, and governance structures aligned with IFRS S2 requirements.

Every business segment has dedicated departments or managerial functions that review and monitor environmental activities, ensuring compliance with all relevant laws and regulations, with a particular focus on pollution prevention and climate crisis response.

Sustainability Statement

CHEMICAL & WASTE MANAGEMENT

Air pollution management

The Group monitors stack emissions across its operating companies to ensure air quality remains within regulatory limits. All stack emission measurements at the Group's Malaysian operating companies are conducted in compliance with the Environmental Quality (Clean Air) Regulations 2014.

Stack Emissions- Malaysia operations

Air Emissions	Unit	FY2024	FY2025	FY2026	Coverage
Nitrogen oxides (NOx)	Metric tonnes (t)	N/T	0.0000	0.0017	All monitored manufacturing stacks at ACC and Fermpro.
Sulphur oxides (SOx)	Metric tonnes (t)	N/T	0.0000	0.4416	All monitored manufacturing stacks at ACC and Fermpro.
Volatile organic compounds (VOC)	Metric tonnes (t)	N/T	1.3332	0.8737	All nine process scrubbers monitored for VOC at ACC.
Particulate matter (PM)	Metric tonnes (t)	N/T	0.5004	0.2998	All monitored stacks, scrubbers, dust collectors and grinders at ACC and Fermpro.

Note: FY2026 is the first year for which the Group reports air emissions as absolute mass. FY2024 comparative is not presented because the underlying records are incomplete.

Stack Emissions – PTNI (Indonesia)

Air Emissions	Parameter	FY2024	FY2025	FY2026
Total Particulate Matter	mg/m ³	2.87	56.46	68.50
Sulphur Dioxide ("SO ₂ ")	mg/m ³	<21.70	<31.40	0
Nitrogen Dioxide ("NO ₂ ")	mg/m ³	15.80	9.70	18.10
Carbon Monoxide ("CO")	mg/m ³	2,799.40	1,186.00	1,329.00
Lead (Pb)	mg/m ³	0.01	0.01	0.02

Notes: (1) All measurements comply with Indonesian Government Regulation No. 22/2021 (PP 22/2021) — Environmental Protection and Management.

Solid Waste Management

The Group's scheduled waste stream primarily comprises four categories: packaging materials from production processes, product residues, liquids that cannot be safely disposed of via standard wastewater systems, and residual materials from specific plant facilities. Hazardous materials are packaged, labelled and stored in designated areas. Licensed contractors carry out final disposal in compliance with the Department of Environment ("DOE") requirements for transport and treatment.

Sustainability Statement

The breakdown of scheduled waste produced by the Group is as following:

Scheduled Waste – Total Waste (Tonnes)

WASTE TYPE	DESCRIPTION	FY2024	FY2025	FY2026
SW101	Waste containing arsenic or its compounds	0.57	1.48	2.63
SW202	Waste catalysts	0.38	-	-
SW204	Sludges containing one or several metals, including chromium, copper, nickel, zinc, lead, cadmium, aluminium, tin, vanadium, and beryllium	265.32	3,246.70*	2,054.45
SW303	Adhesive or glue waste containing organic solvents, excluding solid polymeric materials	5.87	3.56	4.81
SW409	Disposed containers, bags or equipment contaminated with chemicals, pesticides, mineral oil, or scheduled wastes	10.73	169.88	327.67
SW410	Rags, plastics, papers, or filters contaminated with scheduled wastes	75.70	82.99	59.79
SW417	Waste of inks, paints, pigments, lacquer dye, or varnish	0.02	-	-
SW426	Off-specification products from the production, formulation, trade, or use of pesticides, herbicides, or biocides	0.13	-	-
SW429	Chemicals that are discarded or off-specification	0.11	-	-
LB3	The Indonesian code for Toxic Hazardous Waste	39.56	17.69	62.17
	Total	398.39	3,522.29	2,511.52

Notes:

[1] "-" means Nil values.

[2] "*" data restated.

Effluent & Hazardous Chemical Management

The Group enforces strict operational safeguards across manufacturing and logistics units to control process emissions, effluents, and hazardous residues. At ACC, chemical controls are integrated into operations via activated carbon and sand-gravel absorption systems that scrub dimethylamine and volatile compounds from off-gases, substantially curtailing Chemical Oxygen Demand (COD) in wastewater treatment. Industrial effluents are further regulated through automated outfall pH adjustment and filtration systems, with discharge quality consistently verified via independent laboratory testing. Hazardous process wastes, primarily metal hydroxide sludges (SW204) generated during effluent neutralization, are monitored through electronic waste tracking systems to guarantee cradle-to-grave regulatory compliance. Complementing land-based controls, ALB Marine equips transport vessels with Oil Discharge Monitoring Equipment (ODME) to verify that cargo tank washings adhere strictly to international maritime conventions.

Waste Minimization & Product Stewardship

Responsible resource management begins with safe product design and extends through to circular waste diversion. At Kesuma, restricted hazardous materials including asbestos, lead, tin, and toluene are voluntarily excluded from product formulations, ensuring alignment with international benchmarks such as RoHS, REACH, and relevant lists of Substances of Concern (SOC). Downstream, operating units minimise landfill disposal through source-segregation of paper, cardboard, plastics, and glass in collaboration with municipal contractors like KDEB Waste Management. Reinforcing these circular practices across the workforce, the Group's inaugural Recycling Challenge mobilised participating subsidiaries to divert 942kg of recyclables from municipal landfills for circular processing in partnership with Aspen Recycling Sdn. Bhd.

Sustainability Statement

Materials consumption

MATERIALS	FY2024 (Tonnes)	FY2025 (Tonnes)	FY2026 (Tonnes)
Hydrochloric Acid ("HCl")	5,621	5,401	6,360
Caustic	14,800	14,929	15,258
Chloromethane ("MeCl")	4,559	4,494	4,905
Arsenic Trioxide ("As2O3")	13,912	16,069	16,378
Dimethylacetamide ("DMA")	1,002	716	1,100
Dichlorophenyl ("DCPI")	1,990	1,740	2,885
Yellow Phosphorus	230	364	7
Polyphosphoric Acid ("PPA")	978	98	-
Phosphoric Acid	10,147	9,546	-
Nitrogen ("N ₂ ")	60,462	69,444	96,484
Total	113,701	122,801	143,377

Notes:

(1) "-" means Nil values for Polyphosphoric Acid and Phosphoric Acid.

(2) The nitrogen gas refers exclusively to industrial nitrogen gas ("N₂") used as an inerting utility for pipe purging and tank farm washdown operations

Water Management

Water is a direct production input across the Group's manufacturing operations. To evaluate physical climate risks related to water availability, ANB conducted an internal desktop assessment utilising the World Resources Institute (WRI) Aqueduct Water Risk Atlas (v4.0).

Based on this preliminary mapping, none of the Group's primary manufacturing facilities is currently categorised as operating within areas of overall "High" or "Extremely High" baseline water stress.

However, acknowledging the inherent limitations of global desktop risk tools, ANB treats this finding as an interim assessment subject to ongoing operational verification. Given increasing production throughput and the growing localised unpredictability of rainfall patterns across our operating regions (Malaysia, Indonesia, Singapore, and Vietnam), the Group treats water as a critical resource and continuously manages it to improve efficiency. Site-level evaluations are progressively being deployed to validate basin-level data against local utility dynamics.

For further details on the Group's assessment of water scarcity and drought as physical climate risks across short-, medium-, and long-term horizons, alongside associated mitigation measures, refer to Environmental-Related Risks and Opportunities, of this Statement. on pages 113 to 117.

The Group's water reduction initiatives are organised under three themes:

Minimising

- Education on water conservation
- Installing sensors and automatic shut-off systems on nozzles
- Regulating taps to reduce water consumption
- Controlling steam consumption to reduce boiler water consumption

Monitoring

- Leak detection on all taps and pipes
- Centralised water consumption monitoring system

Recycling

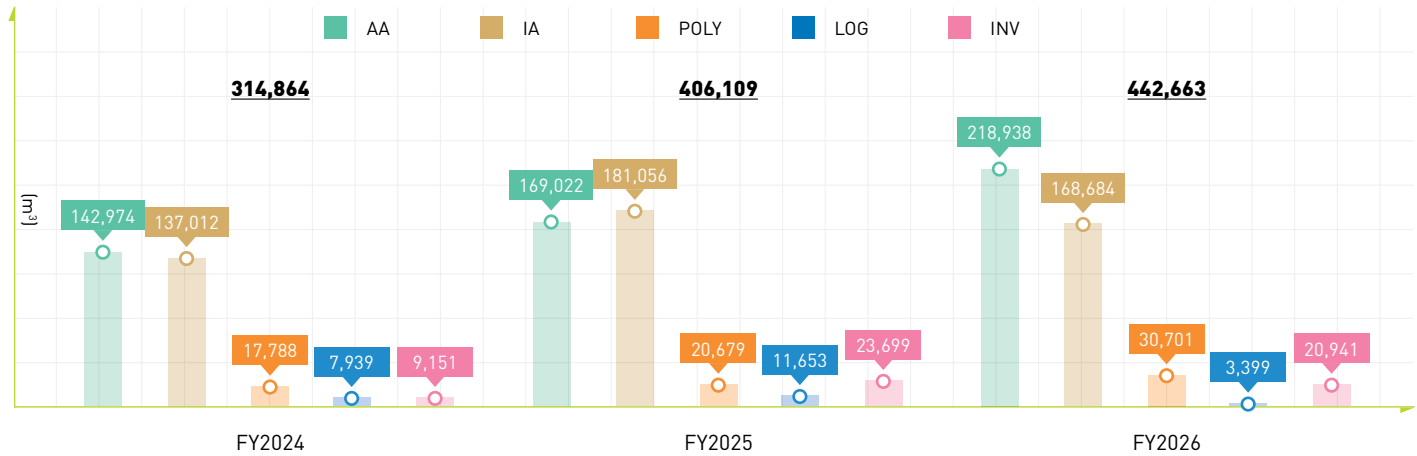
- Installing and maintaining rainwater harvesting systems at plants
- Recycling process distillate water with a vapour condenser
- Recycling condensate water from the process back to the boiler water system

Sustainability Statement

Water Consumption

In FY2026, Group water consumption reached 442,663 m³, up from 406,109 m³ in FY2025 and 314,864 m³ in FY2024 (FY2025 to FY2026: +9.0%). This reflects operational capacity expansion and higher throughput across core manufacturing sites, balanced by continuous site-level efficiency measures.

Total Water Consumption



The AA Division was the primary growth driver, with consumption increasing to 218,938 m³ (FY2025: 169,022 m³) following the commissioning of new facilities under ACC. The POLY Division rose to 30,701 m³ (FY2025: 20,679 m³) on higher production volumes. Conversely, the IA Division reduced consumption to 168,684 m³ (FY2025: 181,056 m³) through cleaning-cycle optimisation; the LOG Division reduced usage to 3,399 m³ (FY2025: 11,653 m³), and the INV Division recorded 20,941 m³ in FY2026.

FY2026 water consumption and water intensity both increased relative to FY2025, principally reflecting capacity expansion, commissioning activity and higher operational throughput. The Group's water-efficiency initiatives are intended to support future improvement.

To support progress toward long-term water-intensity reduction, the Group continues to strengthen operational controls, including meter calibration, leak detection, and the expansion of rainwater-harvesting infrastructure, in line with UN Sustainable Development Goal 6. Using FY2025 as its baseline year, the Group has established a target to reduce water intensity by 3%, cumulatively by FY2030.

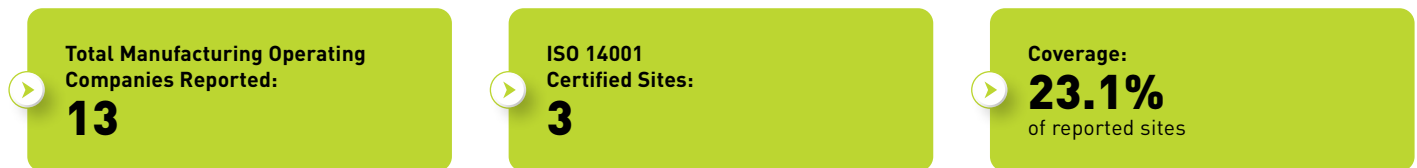
Sustainability Statement

Pollution prevention

The Group's manufacturing, formulation and packaging processes generate non-recoverable waste despite ongoing efforts to reduce, recycle and reuse. This is managed through the Group's Environmental Management System ("EMS"), which addresses environmental impacts, regulatory compliance and continuous performance improvement. Key components of the EMS include:

1. ISO 14001:2015 certification at applicable sites, implemented in accordance with the international standard;
2. Regular internal audits and assessments of compliance with regulatory requirements and the effectiveness of environmental performance initiatives; and
3. Employee training and awareness on pollution prevention and control practices, integrated into daily operations at all levels.

ISO 14001:2015 Certification Coverage



Division	Operating Company	ISO 14001:2015 Certified
AA	ACC	Yes
IA	Kesuma	Yes
LOG	ALB Marine	Yes

Pollution reduction model

Central to our environmental strategy is ANB's Pollution Reduction Model, which outlines a six-step approach to address pollution:

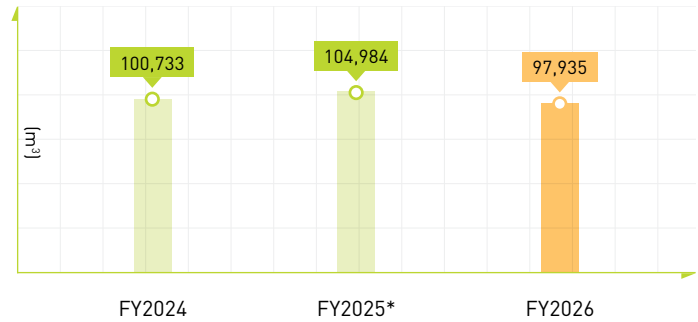


Sustainability Statement

Water Pollution Management and Effluent Discharge

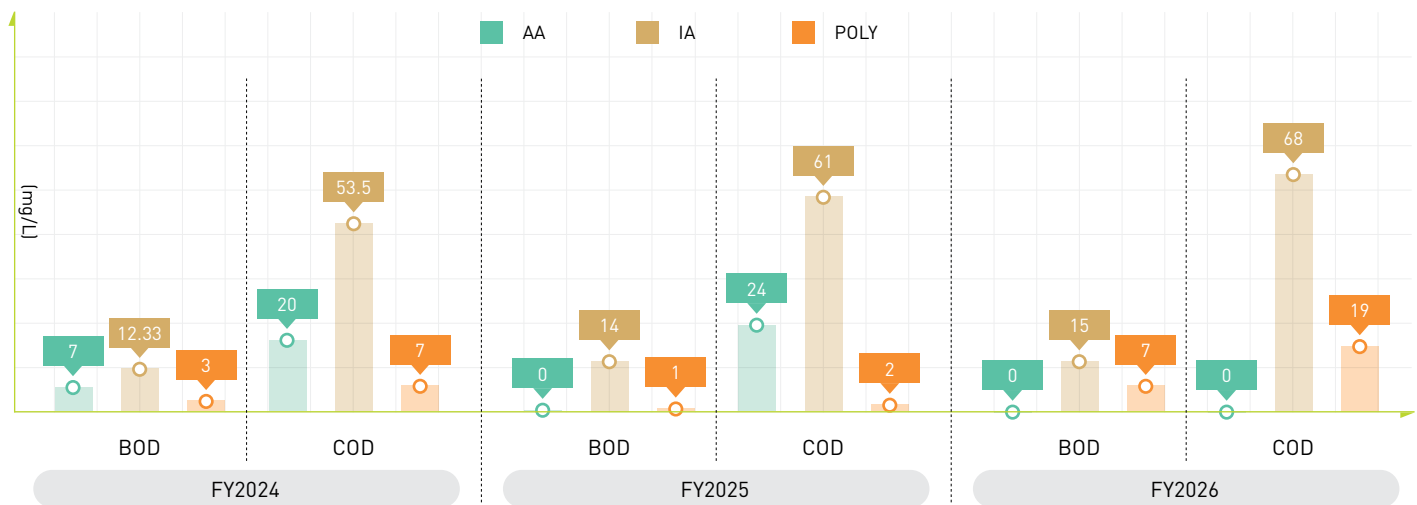
ANB recognises the potential environmental impact of effluents from its manufacturing operations and has implemented robust water pollution management practices. On-site drainage from operations is channelled to the Wastewater Treatment Plant ("WWTP"), preventing spillage, leaks or contaminated washing water from entering external drains. The WWTP treats wastewater before discharge in accordance with the Environmental Quality (Industrial Effluent) Regulations 2009. Certified Competent Persons oversee treatment operations. Key effluent parameters, Biochemical Oxygen Demand ("BOD") and Chemical Oxygen Demand ("COD"), are routinely monitored.

Total Water Discharged



* FY2025 data restated.

Water Effluent Quality Tested Before Discharged



Note: Water Effluent Quality: Figures reported are based on laboratory testing conducted before discharge, in compliance with regulatory requirements.

In FY2026, the Group paid a statutory penalty of RM91,000 to the Department of Environment (DOE) for non-compliance with an industrial effluent parameter at our facility. ANB executed immediate engineering interventions, including the precise recalibration of chemical dosing rates at the Wastewater Treatment Plant (WWTP) and comprehensive process flow optimisation. Post-remediation effluent samples analysed by an accredited third-party laboratory met the applicable Standard B limits under the Environmental Quality (Industrial Effluent) Regulations 2009. The Group continues to monitor discharge quality through its scheduled sampling programme.

Sustainability Statement

CLIMATE CHANGE MANAGEMENT & ADAPTATION

Climate Change Management

ANB remains committed to address and mitigate climate change risks by reducing our impact and improving operational efficiency. We recognise the devastating effects of climate change and the associated short- and long-term business risks.

Alongside our carbon-intensity metric, we have set an absolute greenhouse gas reduction target, so that our progress is measured against both the efficiency of our operations and the total emissions we release. Using FY2025 as the base year (35,634.58 tCO₂e), ANB targets a 3.0% cumulative absolute reduction and a 3.0% intensity reduction in operational Scope 1 and Scope 2 emissions by FY2030. The targets support the Group's long-term 2050 net-zero aspiration and have been set with reference to the goals of the Paris Agreement.

Boundary note: the FY2030 absolute and intensity reduction targets apply to operational Scope 1 and Scope 2 emissions. Scope 3 emissions are reported for the categories currently measured and are not included within the quantified FY2030 targets.

Our climate change strategy includes:



Climate-related considerations are progressively being integrated into the Group's enterprise risk-management processes through the qualitative identification, assessment and mitigation of material physical and transition risks. ANB will continue to strengthen the quantification of financial effects as data, methodologies and management assumptions mature. Our RMSWG, reporting to the RMSC, is tasked with devising strategies to manage and minimise our environmental footprint in light of these climate-related risks.

Furthermore, we recognise the significant financial implications of climate change on our business operations. Climate change directly affects our operating costs ("OPEX") and capital expenditure ("CAPEX") in several ways. Changing climate conditions can reduce the efficiency, output, and performance of our assets and equipment, potentially increasing operational costs.

We may need to allocate additional CAPEX to address asset damage or reduced performance resulting from climate-related events or gradual environmental changes. Complying with evolving environmental regulations often requires additional CAPEX to upgrade facilities or equipment to address increased pollution risks and stricter emissions standards. We also anticipate the need for ongoing investments in climate-resilient infrastructure and technologies to maintain operational stability amid changing environmental conditions.

Building on our progress, ANB has conducted a Group-wide climate risk assessment in line with IFRS S2 requirements. This assessment enhances our understanding of both physical and transition risks, improves alignment with TCFD disclosures, and strengthens our ability to set reduction targets. We will continue to advance transparency and comparability in our climate-related disclosures, supported by strong governance and Board-level oversight.

Sustainability Statement

Adaptation & Emission Control

At ANB, addressing climate risks begins with a clear understanding of our emissions footprint. We are committed to reducing GHG emissions across our operations, starting with tracking both direct emissions (Scope 1) and those linked to purchased energy (Scope 2), measured in tonnes of CO₂-equivalent ("tCO₂e"), as a key performance metric. As we continue to strengthen our climate strategy, we are also laying the groundwork to expand our reporting of relevant Scope 3 categories progressively, ensuring a more complete picture of our environmental impact.

This monitoring extends beyond our manufacturing sites to include non-production locations, such as administrative offices, reinforcing our commitment to a group-wide emissions-reduction strategy. Despite their smaller footprint, these sites contribute to our overall carbon intensity and are integral to our decarbonisation goals.

To minimise operational emissions and comply with the Environmental Quality (Amendment) Act 2024, the Group integrates emissions control with energy efficiency initiatives. Emission prevention measures are prioritised at the source through optimised production processes and the deployment of tailored pollution control technologies.

Key emission control systems in place include:

a. Wet Scrubber Systems (Fermpro):

Designed to neutralise acidic gases and capture fine particulates by chemically treating exhaust gases with a scrubbing liquid.

b. Water Scrubber & Demister Units (ACC and NHSB):

These multi-stage systems effectively remove particulates, moisture, and entrained liquid droplets from flue gases, improving air quality at the point of release.

All systems are maintained under the supervision of certified competent personnel and are subject to scheduled servicing to ensure optimal performance. To validate compliance and assess effectiveness, ANB conducts annual stack emission monitoring across key facilities, including ACC, Fermpro, and NHSB. The test results are submitted to the Department of Environment ("DOE") and have consistently demonstrated that emissions remain well within the permissible limits set out in the Malaysian Environmental Quality (Clean Air) Regulations 2014. Similar to PTNI, it has its own testing in compliance with the Indonesian authority.

In the coming year, the adoption of enhanced emissions monitoring tools is being explored to improve data accuracy and align with evolving sustainability disclosure standards. These improvements aim to support more informed decision-making in advancing climate-related strategies.



Strategic Acquisition

The Company and its subsidiary, ALB, entered into a Heads of Agreement with Greenheart Sdn. Bhd., Choong Wee Keong and How Yoon for the proposed acquisition by ALB of the entire share capital of GLT ("Proposed GLT Acquisition"). GLT is a company specialising in engineering design and technology for palm oil mill effluent ("POME") anaerobic lagoon biogas-to-power projects. Upon completion of the proposed acquisition, ANB will assess the associated emissions implications once operational control and an appropriate measurement methodology have been established. Any emissions benefit will be recognised only where it can be measured, reported consistently and is not double counted.

Additional information on the proposed acquisition is set out in the Corporate Exercises and Developments section of this Annual Report on page 30.

Sustainability Statement

ENERGY & EMISSIONS MANAGEMENT

This sub-section presents only the Group's operational energy consumption performance data. The Group's climate change strategy, risk management, governance, GHG emissions boundary and methodology, carbon emission intensity and climate-related targets are addressed in Climate-Related Disclosures, and Environmental-Related Risks and Opportunities, of this Statement and are not repeated here.

Electricity Consumption Trends

Over the three years, total Group electricity consumption grew from 15,693,335 kWh in FY2024 to 16,378,106 kWh in FY2025, reaching 17,698,488 kWh in FY2026 (+8.06% YoY). In FY2026, the increase is driven primarily by the expansion of the AA Division following the commissioning of new facilities under ACC. Meanwhile, the IA, POLY, and LOG Divisions maintained generally stable operational consumption levels, while the INV Division achieved consistent year-on-year energy reductions, reaching 1,148,615 kWh in FY2026.

DIVISION	ELECTRICITY CONSUMPTION (kWh)		
	FY2024	FY2025	FY2026
AA	6,677,517	7,726,473	8,944,229
IA	2,909,466*	2,753,802*	2,830,845
POLY	3,805,601	3,778,929*	3,868,250
LOG	897,628*	809,473*	906,549
INV	1,403,123	1,309,428	1,148,615
TOTAL	15,693,335	16,378,106	17,698,488

Note: (1) FY2024 and FY2025 figures for IA, POLY and LOG have been restated to reflect the reclassification of certain subsidiaries into their correct divisional categories. (2) Group-wide totals for FY2024 and FY2025 are unaffected by this reclassification.

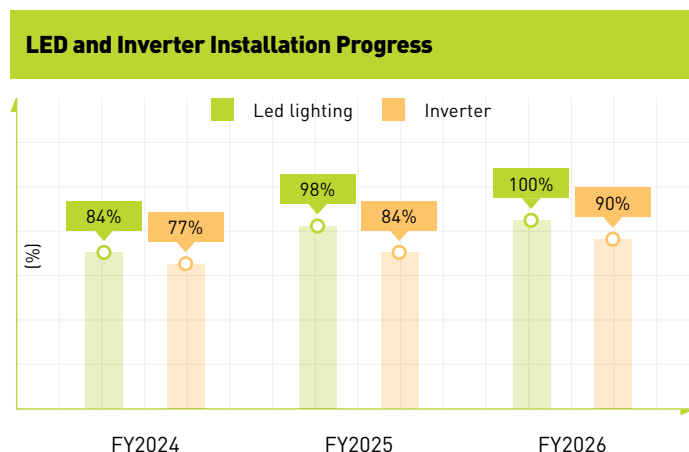
FY2025 has been adopted as the Group's recalculated baseline for divisional trend analysis following this reclassification.

Energy efficiency infrastructure

As part of our continuous sustainability risk assessment, energy dependency and operational emissions are identified as core material topics with direct impacts on climate resilience, regulatory compliance, and operational overhead.

Our targeted investments in energy-efficient infrastructure and climate mitigation initiatives remain central to this strategy. In FY2026, LED lighting installations achieved 100% completion across operations (up from 98% in FY2025 and 84% in FY2024), while inverter air-conditioning adoption progressed to 90% (up from 84% in FY2025 and 77% in FY2024).

These capital improvements, paired with ongoing process optimisation, directly support ANB's strategy to mitigate operational energy intensity, reduce Scope 2 greenhouse gas (GHG) footprint, and strengthen long-term climate resilience.

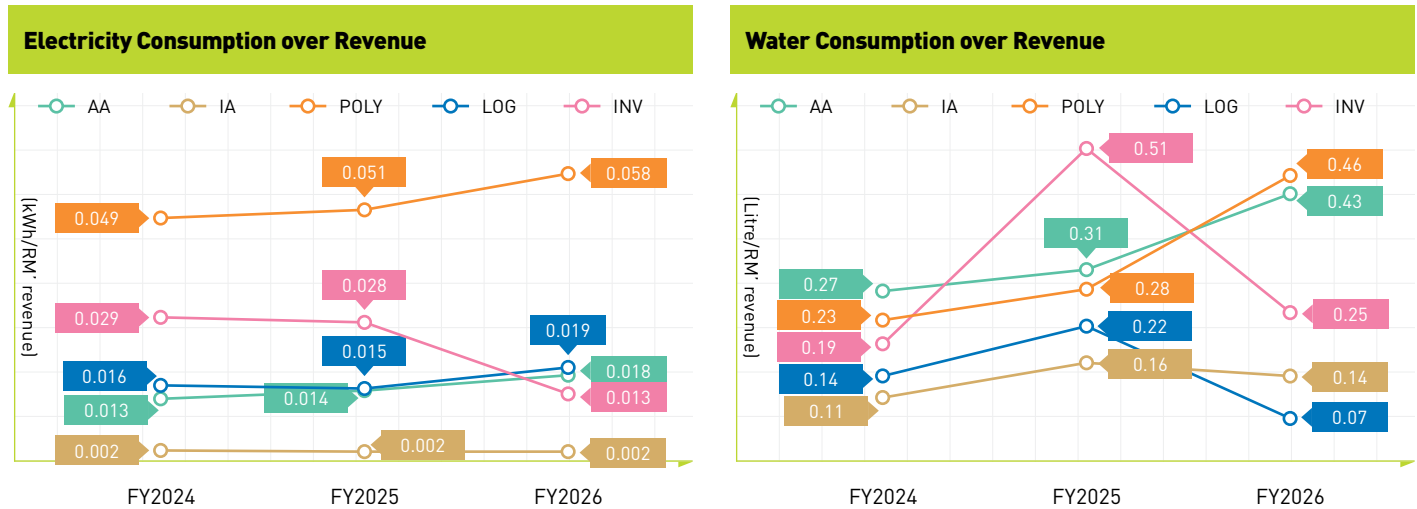


During FY2026, capital deployed across these two efficiency programmes totalled RM52,834 (cumulative FY2024–FY2026 CapEx: RM158,501). Together, these initiatives yielded estimated incremental electricity savings of 35,390kWh in FY2026, effectively avoiding 26.19 tCO₂e in location-based Scope 2 GHG emissions. On a cumulative basis since the FY2024 baseline, these interventions have delivered 318,513 kWh in energy reductions and avoided 235.70 tCO₂e, establishing a lower energy baseline to support future lower carbon targets.

Sustainability Statement

Electricity and Water Intensity Analysis

To measure environmental impact relative to business growth, ANB evaluates energy and water intensity against top-line financial performance (kWh per RM revenue and litres per RM revenue). Using the recalculated baseline, our analysis indicates that electricity intensity has remained relatively stable, whereas water intensity has trended upward amid heightened production activity.



Note:

- Electricity intensity rose +4.81% in FY2026 (from 8.74 to 9.16 MWh/RM million revenue) as continuous environmental scrubbers and HVAC utilities operated at full capacity during new facility ramp-ups before reaching peak revenue yield. Energy audits and power-factor optimisation are underway to normalise intensity as production stabilises.
- Water intensity rose +4.55% in FY2026 (from 0.22 to 0.23 Litres/RM revenue) Due to initial line commissioning at ACC, which required intensive system flushes and batch testing before full commercial throughput. As production normalises, sub-metering and recycling audits in FY2027 will help optimise efficiency.

Charting a Sustainable Course at Sea

Beyond our manufacturing operations, ALB Marine continues to lead our maritime energy transition. In line with the International Maritime Organisation's ("IMO") Energy Efficiency Existing Ship Index ("EEXI") and long-term decarbonisation targets, ALB Marine has adopted innovative technologies to enhance fuel efficiency and decrease emissions. Since FY2024, our fleet has transitioned from the NK Class Portal to the Enerva portal. This reliable platform enables more accurate monitoring of the Energy Efficiency Operating Indicator ("EEOI") and facilitates real-time tracking of carbon emissions. This change has significantly improved our capacity to manage vessel performance and has now incorporated the Enerva portal into our safety and energy management systems. In recognition of these efforts, ALB Marine's vessel was awarded the International Energy Efficiency Certificate ("IEE") by Bureau Veritas Marine and Offshore. In FY2026, the tanker achieved an impressive Annual Efficiency Ratio ("AER") of 15.86 and earned a top-tier CII Rating of 'A'. These results demonstrate our ongoing commitment to maritime sustainability and support the global effort to achieve carbon neutrality by 2050.

Sustainability Statement



Greener Roads Ahead



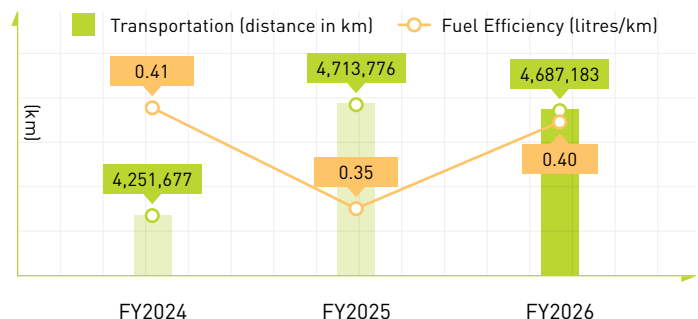
PCSB COGENT FLEET MODERNISATION FOR LOW-CARBON MOBILITY

To support Malaysia's sustainable transport goals, PCSB Cogent, our logistics arm, has undertaken a strategic upgrade of its fleet. By replacing older vehicles with Euro 5-compliant, energy-efficient trucks, PCSB Cogent has achieved a 2% reduction in diesel consumption per kilometre since FY2024.

This proactive shift not only reduces fuel costs and emissions, but also sets a strong example for sustainable logistics within our value chain.

Our transportation division, PCSB Cogent, replaced five prime movers with Euro 5-compliant models in FY2026. While total distance travelled held steady at 4.69 million km (FY2025: 4.71 million km), fuel intensity rose to 0.40 L/km from 0.35 L/km in FY2025, though it remains below FY2024 levels (0.41 L/km). Management is actively reviewing operational drivers behind this increase. Moving into FY2027, restoring efficiency toward FY2025 benchmarks remains a priority through route optimisation, load consolidation, preventive maintenance, and targeted driver training.

Fleet Distance Travelled vs. Fuel Intensity (FY2024–FY2026)



Sustainability Statement

SUSTAINABLE MATERIAL MANAGEMENT

Approach

Building on the Group's waste-reduction objectives, the Group monitors internal waste-intensity metrics to assess progress alongside operational growth. It is expanding certified environmental management systems (such as ISO 14001) across additional operational sites while formalising supply-chain recycling partnerships to support circular-economy initiatives. Quantified targets for waste reduction are currently being finalised and will be incorporated into upcoming sustainability disclosures.

Recyclable materials recovered

The table below delineates the recyclable materials recovered by the Group. Beginning in FY2025, the Group has implemented a standardised metric-weight (kilogram) reporting system for three material types: Chipboard Pallet, Intermediate Bulk Container ("IBC"), and Carboy. This replaces the previous FY2024 reporting method based on piece count. It is important to note that this represents a change in measurement basis rather than an ongoing comparable trend. Consequently, the figures for these three items in FY2024 are presented separately below rather than in a single continuous row to avoid the implication of a trend that does not exist.

Recyclable Materials Recovered

Waste Stream	FY2024	Waste Stream	FY2025	FY2026
Chipboard Pallet (pieces)	3,211	Chipboard Pallet (kg)	3,713	4,689
IBC: Intermediate Bulk Container (pieces)	441	IBC: Intermediate Bulk Container (kg)	128	138
Scrap iron (kg)	595	Scrap iron (kg)	7,284	2,475
Carboy (pieces)	34,662	Carboy (kg)	6,628	16,070
HDPE Drum: High-Density Polyethylene Drum (kg)	400	HDPE Drum: High-Density Polyethylene Drum (kg)	8,196	11,437
Metal Drum (L)	8,664	Metal Drum (L)	8,104	9,668
Wooden Pallet (kg)	5,112	Wooden Pallet (kg)	6,654	6,588

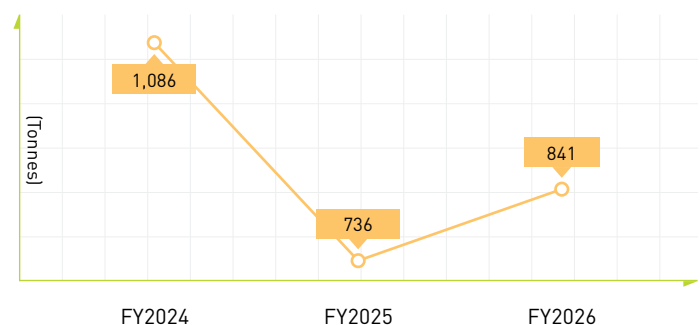
Note:

- Measurement units by material include pieces, kilograms (kg) and litres (L).
- Beginning in FY2025, the Group adopted weight-based reporting for selected packaging-material streams, including chipboard pallets, intermediate bulk containers and carboys. Other material streams continue to be reported using the unit of measure most relevant to the underlying material. The FY2024 figures for these three items, shown separately above in pieces, should not be read as directly comparable to the FY2025/FY2026 kilogram figures. Scrap Iron, HDPE Drum, Metal Drum and Wooden Pallet were reported on a consistent unit basis across all three years and are shown in a single continuous series below for ease of reference.

Total waste directed to disposal

During the year, total waste directed to disposal increased by 14.3%, primarily driven by higher production volumes across the IA and POLY divisions. With all streams safely routed through licensed channels. Moving forward the Group will strengthen material efficiency and source segregation to decouple waste generation from operational growth.

Total waste Directed to Disposal



* FY2023 and FY2024 values have been adjusted following internal data verification

Sustainability Statement

ENVIRONMENTAL-RELATED RISKS AND OPPORTUNITIES

As part of ANB's commitment to combating climate change, the Group conducted a Climate Risk Assessment ("CRA") workshop in October 2025, aligned with TCFD and IFRS S2 (Climate-related Disclosures). The workshop engaged operational and management leaders across ANB and key subsidiaries in Malaysia, Indonesia, Singapore, and Vietnam, supported by external consultants, to evaluate physical and transition risks and formulate adaptation strategies.

Climate Scenario Analysis & Enterprise Resilience

To evaluate business model resilience, ANB conducted a Group-wide qualitative climate resilience assessment covering 100% of its core operating entities. Three extended analytical horizons were evaluated: Short-Term (FY2026–FY2028), Medium-Term (FY2029–FY2035), and Long-Term (FY2036–2050).

Scenario & Provider	Warming Outcome	Operational Focus	Key Jurisdictional & Macroeconomic Assumptions
SSP2-4.5 (IPCC)	2.5°C–3.0°C	Moderate Physical Risk	Intermediate emissions pathway; gradual policy adoption across Southeast Asia, moderate temperature/rainfall disruptions, and manageable carbon pricing.
SSP5-8.5 (IPCC)	> 4.0°C	High Physical Risk	High-emissions pathway; severe localised surface flooding, heatwaves, supply chain bottlenecks, and operational disruptions across tropical manufacturing hubs.
NGFS Net Zero 2050 (BNM/NGFS)	1.5°C	High Transition Risk	Rapid Net Zero policy alignment; stringent carbon pricing (e.g., Malaysia Carbon Tax, EU CBAM), mandatory green energy procurement, and rapid low-carbon market shifts.

Enterprise Resilience Assessment

Physical Resilience (SSP2-4.5 & SSP5-8.5): Near-term surface flooding risks are mitigated through physical flood barriers, comprehensive property/business interruption insurance, and supply chain redundancy across ASEAN. Scenario-analysis note: the climate scenarios applied in this analysis are hypothetical pathways used to test resilience. They are not forecasts, predictions or projections of future outcomes. Scenario results depend on assumptions, input data and methodologies that involve significant judgement and uncertainty, and they should not be read as projections of the Group's financial performance.

Transition Resilience (NGFS Net Zero 2050): Potential margin compression from carbon pricing is addressed through energy-efficiency retrofits, renewable energy procurement (PPAs/tariffs), and the expansion of low-carbon bio-agricultural product lines.

Risk Governance & Financial Planning Integration

Findings are integrated into enterprise risk management under the RMSC. Our FY2026 assessment describes these financial effects qualitatively, and we plan to put numbers to them through FY2027 and FY2028. In the meantime, climate considerations shape three key functions:

- Property, Plant and Equipment:** Evaluated for physical asset protection, flood adaptation, impairment reviews, and useful-life adjustments.
- Operating Expenses:** Impacted by evolving compliance overhead, industrial effluent management, energy monitoring, and facility maintenance.
- Capital Expenditure:** Allocated toward energy efficiency upgrades, low-carbon fleet modernisation, and climate resilience infrastructure.

Implementation Roadmap

Phase 1: Identification (October 2025): Senior leadership workshops across key operating subsidiaries.

Phase 2: Prioritisation (FY2026): Severity and likelihood mapping to inform RMSC oversight and mitigation.

Phase 3: Financial Modelling (FY2027–FY2028): Deployment of quantitative risk modelling to estimate cash flow and asset valuation impacts.

Sustainability Statement

GOVERNANCE AND CLIMATE RISK OVERSIGHT

The Board of Directors maintains overall oversight of climate-related risks and opportunities through the RMSC. At the same time, the RMSWG leads the operational implementation and cascading of climate directives across ANB's operating subsidiaries.

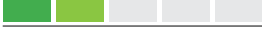
Our climate governance structure, the responsibilities of the relevant Board committee and the operational reporting lines that support it are described in Sustainability Governance.

CLIMATE RESILIENCE STRATEGY & HORIZON PLANNING

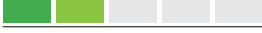
To ensure the Group's operations remain resilient against climate risks, the Group has developed a climate strategy that outlines our approach to mitigating climate risks and enhancing operational efficiency. Through this strategy, we demonstrate our commitment to supporting Malaysia's goal of achieving net-zero carbon emissions by 2050 ("NZCE 2050") and to contributing to a safer, cleaner environment for both ANB and the surrounding communities.

Beyond the Group's overarching climate strategy, ANB conducted a CRA workshop to identify key risks, including their likelihood of occurrence and impact severity, enabling the Group to evaluate and adapt its strategy to material climate risks. The likelihood was divided over the short-term ("S"), which is estimated to occur over the next two years, the medium-term ("M"), which is anticipated to occur within two to six years, and the long-term ("L"), which encapsulates all risks beyond a 6-year timeframe. Mitigation measures are proposed to combat the identified climate risks, strengthening ANB's resilience against climate-related physical and transition risks.

PHYSICAL RISKS

Climate Risk	Risk Severity and Timeframe	Identified Risks	Mitigation Measures
Increased Rainfall & Flood Frequency	(S) Likelihood: 	- Operational shutdowns & facility damage - Inventory damage - Supply chain disruptions & blocked commuting routes - Heightened disease propagation	- Drainage cleaning and upgrades - Relocation to a low-flood-risk area - Inventory waterproofing and storage on high shelf - Expansion of insurance premiums - Routine fogging and flood training - Development of flood-related Emergency Response Plans ("ERPs")
	Severity: 		
	(M) Likelihood: 		
	Severity: 		
	(L) Likelihood: 		
	Severity: 		

Sustainability Statement

Climate Risk	Risk Severity and Timeframe	Identified Risks	Mitigation Measures
Elevated Ambient Temperature	(S) Likelihood: 	- Reduced efficiency from overheated equipment - Heat-related illnesses and increased OSH incidents - Reduced worker productivity - Increased energy and cooling demand	- Upgrade cooling infrastructure - Provide more hydration and break rooms - Upgrade personal protective equipment ("PPE") - Invest in more temperature monitoring - Train employees on heat issues - Develop ERPs - Allow flexible working for certain operations
	Severity: 		
	(M) Likelihood: 		
	Severity: 		
	(L) Likelihood: 		
	Severity: 		
Water Scarcity & Drought	(S) Likelihood: 	- Operational disruptions due to water shortage - Manufacturing and production delays - Higher costs for alternative water sourcing	- Prepare alternate water sources - Implement rainwater harvesting - Implement more water-saving fixtures - Conduct water audits to identify inefficiencies - Develop water management plans - Increase employee awareness of drought risks and water-saving practices
	Severity: 		
	(M) Likelihood: 		
	Severity: 		
	(L) Likelihood: 		
	Severity: 		

* Under Risk Severity and Timeframe, S = short-term (<2 years); M = medium-term (2-10 years); and L = long-term (>10 years).

** Likelihood levels of: (1) Very unlikely, (2) Unlikely, (3) Possible, (4) Likely, (5) Very likely.

** Severity levels of: (1) Negligible, (2) Minor, (3) Moderate, (4) Significant, (5) Extreme.

Sustainability Statement

TRANSITION RISKS

Climate Risk	Risk Severity and Timeframe	Identified Risks	Mitigation Measures
Environment & Energy Policy Shifts	(S) Likelihood: Severity: (M) Likelihood: Severity: (L) Likelihood: Severity: 	- Increased requirements for green certified products - Carbon tax implementation - Increased requirements for waste recycling - Removal of fuel subsidies and increased energy tariffs	- Optimise energy efficiency via LED retrofits - Utilise renewables (biogas facilities and solar panels) - Optimise fuel use (electric vehicles ("EVs") and hybrid vehicles) - Improve the waste recycling rate - Prioritise green suppliers
Compliance & Legal Risks	(S) Likelihood: Severity: (M) Likelihood: Severity: (L) Likelihood: Severity: 	- Increasing stringency of climate and environmental laws - Harsher penalties for non-compliance - Increasing disclosure requirements - Future Scope 3 decarbonisation requirements	- Minimise fossil fuel use & carbon emissions - Comply with potential carbon ceilings - Diversify & create more green products - Decarbonise the supply chain to reduce Scope 3 GHG - Improve risk management, data systems, and training for compliance
Market & Reputation	(S) Likelihood: Severity: (M) Likelihood: Severity: (L) Likelihood: Severity: 	- Increased requirements or interest rates for financing - Higher thresholds for achieving good ESG scores - Shift in consumer preference towards green products	- Prepare to accommodate higher demand for green products - Build more partnerships with ESG suppliers - Increase employee training on ESG products - Collaborate with partners for decarbonisation research and development ("R&D") - Allocate more funding to prepare for ESG-related regulatory developments

Sustainability Statement

Climate Risk	Risk Severity and Timeframe	Identified Risks	Mitigation Measures
Low Carbon Business Transition	(S) Likelihood: 	• Opportunity costs for implementing Scope 1, 2, and 3 decarbonisation initiatives • The majority of operations are categorised as hard-to-abate due to the nature of the industry	• Capitalise on ESG financing to spearhead decarbonisation • Acquire renewable energy certification • Prioritise investment in energy-efficient equipment • Transition to EVs • Increase stringency on the supplier carbon portfolio
	Severity: 		
	(M) Likelihood: 		
	Severity: 		
	(L) Likelihood: 		
	Severity: 		

* Under Risk Severity and Timeframe, S = short-term (<2 years); M = medium-term (2-6 years); and L = long-term (>6 years)

** Likelihood levels of: (1) Very unlikely, (2) Unlikely, (3) Possible, (4) Likely, (5) Very likely.

** Severity levels of: (1) Negligible, (2) Minor, (3) Moderate, (4) Significant, (5) Extreme.

CLIMATE-ADAPTATION OPPORTUNITIES

While climate change has negative impacts on ANB's operations and the greater community, the transition into a carbon-friendly organisation presents several opportunities that can be capitalised on:



ADOPTION OF RENEWABLE ENERGY SOLUTIONS

- Saves energy cost
- Improved resilience against power outages
- Decarbonises product GHG footprint

Timeframe:
Medium – Long



PURCHASE OF CARBON CREDITS

- Where carbon pricing or emissions limits apply, carbon credits may be considered as one compliance option, subject to regulatory eligibility, verification requirements and cost-effectiveness
- Improved ESG rating and access to financing
- Any monetisation of surplus credits would depend on regulatory permission, credit eligibility and prevailing market conditions

Timeframe:
Medium – Long



INTEGRATION OF CIRCULAR ECONOMY PRINCIPLES

- Additional revenue from waste recycling
- Reduces procurement and disposal costs
- Improved compliance controls

Timeframe:
Short - Medium



TRANSITION TO LOW-CARBON LOGISTICS

- Reduce Scope 1 and 3 emissions
- Improved fuel efficiency and cost savings from transitioning to hybrid/electric vehicles and route optimisation
- New revenue from premium eco-certified services

Timeframe:
Short – Medium

Sustainability Statement

GREENHOUSE GAS EMISSIONS

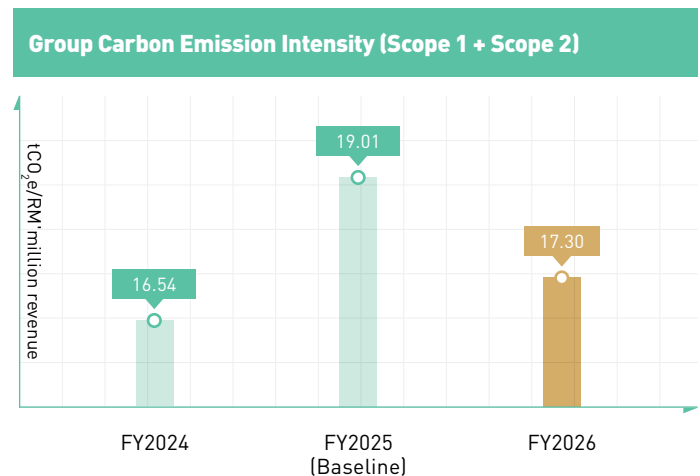
Carbon Intensity Metrics

In FY2026, the Group consolidated its operational reporting boundary to 30 Operating Companies and refined its carbon-emission-intensity methodology. Established against our FY2025 baseline KPI, FY2026 marks our first comparative reporting year, transitioning ANB to a consolidated metric expressing Group Scope 1 and Scope 2 carbon emissions relative to total consolidated Group revenue (tCO₂e) per RM million of revenue.

This update replaces previous standalone divisional revenue allocations to eliminate intercompany revenue distortions. Historical comparative figures for FY2024 and FY2025 have been recalculated under this unified methodology to establish a transparent baseline and ensure meaningful, multi-year comparability.

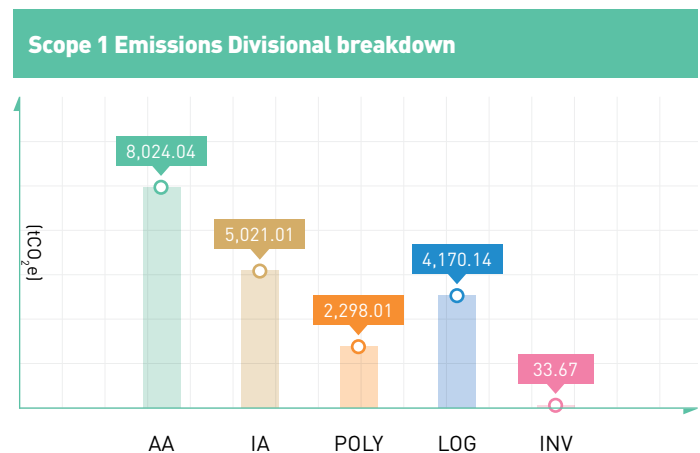
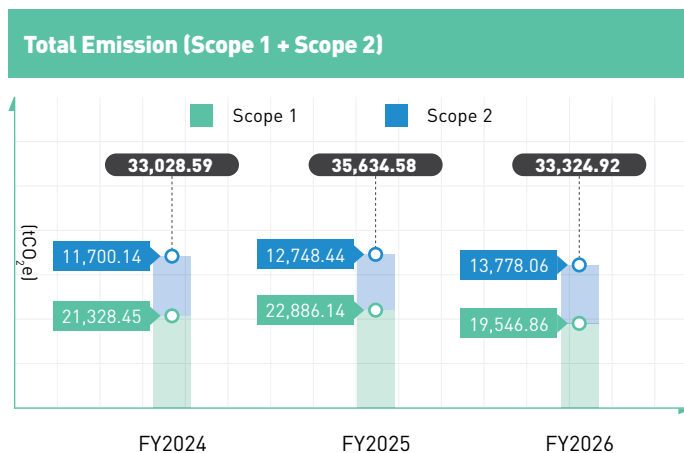
Financial Year	Carbon Emission Intensity for Scope 1 + Scope 2 (tCO ₂ e/RM'million revenue)
FY2024	16.54
FY2025	19.01
FY2026	17.30

Note: FY2025 serves as the baseline year. Carbon emission intensity decreased by 9.00% in FY2026.



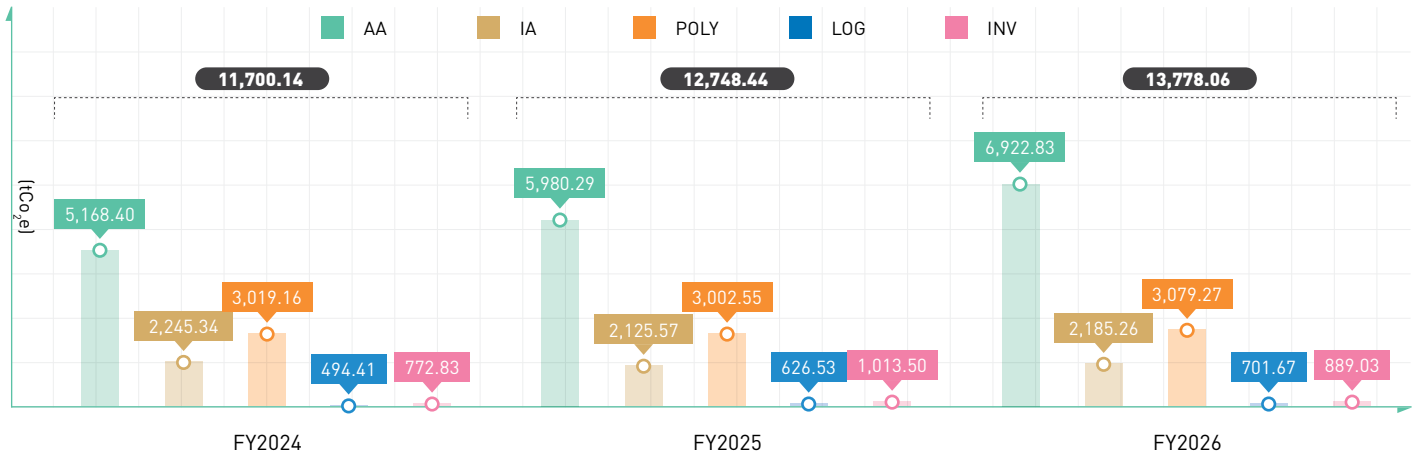
CARBON EMISSIONS

ANB continues to manage and measure its carbon emissions as part of its Carbon Management Plan, which is integral to our broader climate change management strategy. We use the internationally recognised GHG Protocol, established by the World Business Council for Sustainable Development ("WBCSD") and the World Resources Institute ("WRI"), for our emissions accounting. The Group tracks Scope 1 (direct) and Scope 2 (purchased energy) GHG emissions in tonnes of carbon dioxide equivalent ("tCO₂e") as a key performance metric, and is progressively extending its reporting to relevant Scope 3 categories.



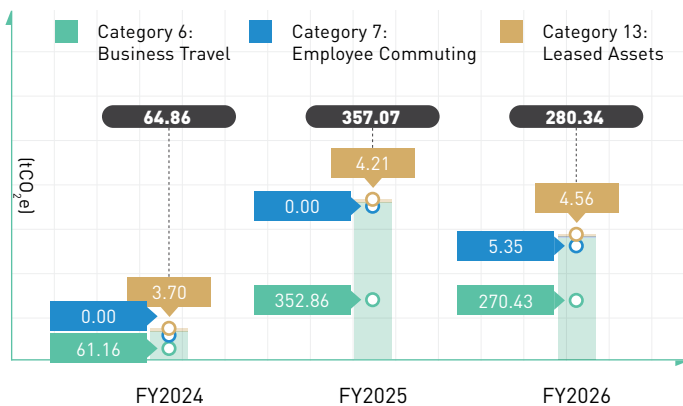
Sustainability Statement

Scope 2 Emissions Divisional Breakdown



Note: Emission factors sourced from UNFCCC (Malaysia), RUPTL 2019 (Indonesia), Department of Climate Change (Vietnam), and Energy Market Authority (Singapore).

Scope 3



Division	Category 6	Category 7	Category 13
AA	124.59	2.55	
IA	114.11	0.71	
POLY	23.24	1.07	
LOG	1.83	0.64	4.56
INV	6.65	0.37	
Total	270.43	5.35	4.56
Total (Categories 6, 7 and 13)	280.34		

Note: Absolute gross Scope 3 GHG emissions in tCO₂e for FY2024, FY2025 and FY2026, and the Scope 3 categories currently in scope.

The Group's carbon emission intensity metric, along with the underlying absolute Scope 1, Scope 2 and Scope 3 GHG emissions data, are detailed in the Sustainability Performance Indicators section, accompanied by relevant explanatory footnotes.

Outlook & Strategic Decarbonisation Roadmap

While capacity expansions in high-throughput units temporarily influence localised utility requirements, ANB remains focused on driving resource efficiency per unit of output. Absolute energy and water consumption expanded alongside operational scaling in FY2026, and our ongoing priority is strengthening resource productivity across all core facilities.

IN FY2026, CARBON EMISSION INTENSITY WAS RECORDED AT 17.30 TCO₂E/RM MILLION, ALONGSIDE 851 TONNES OF WASTE DIVERTED FROM DISPOSAL, AGAINST 854 TONNES IN FY2025. THESE INITIAL MOVEMENTS PROVIDE INTERIM OPERATIONAL CONTEXT, THOUGH PROGRESS TOWARD THE GROUP'S FY2030 TARGETS WILL BE ASSESSED OVER THE MULTI-YEAR CYCLE RATHER THAN ON ANNUAL FLUCTUATIONS.

Guided by the RMSWG and overseen by the RMSC, ANB is accelerating its operational resilience through four priority pillars ahead of FY2027:

- i. Energy-Efficient Infrastructure Retrofits by capitalising on our 100% completion of LED lighting installations and 90% adoption of inverter air-conditioning units across operating sites to maintain lower baseline Scope 2 electricity consumption.
- ii. Low-Carbon Logistics & Fleet Modernisation by advancing maritime fuel efficiency via real-time carbon tracking on the Enerva portal and continuing the fleet upgrade to Euro 5-compliant road tankers.
- iii. Resource Stewardship & Packaging by expanding closed-loop packaging systems such as Kesuma's reusable transit containers and scaling site-level rainwater harvesting and process-water condensate recycling to optimise municipal utility reliance.
- iv. Strategic Decarbonisation & Portfolio Impact by progressing the proposed acquisition of GLT, a specialist in biogas-to-power projects, turning palm oil mill effluent (POME) into renewable energy. Based on technical and carbon-avoidance assessments, we will bring any emissions benefit from GLT's operations into our accounts once the transaction completes and we are able to measure it, adding to ANB's contribution to regional climate-mitigation goals.

By translating verifiable operational data into decisive structural enhancements, ANB reinforces its position as a responsible, forward-looking chemical steward by delivering sustainable value for our operational footprint, our stakeholders, and the environment.

EVENTS AFTER THE REPORTING PERIOD

No material sustainability-related events, transactions, or conditions occurring after 31 May 2026 and before the date of authorisation of this statement have been identified that require disclosure or adjustment.

Sustainability Statement

ADDITIONAL DISCLOSURES REQUIRED UNDER BURSA SECURITIES PRACTICE NOTE 9

SUSTAINABILITY PERFORMANCE TABLE

ANCOM NYLEX BERHAD

IFRS S1

Date & Time: 2026-09-30 14:54:32

Main Market | Group 2 | FYE 31/05/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Board Gender Diversity	Female Directors	%	20%	20%	30%	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn. Bhd.
Safety and Health	Lost Time Incident Rate (LTIR)	per 200,000 man-hours	0.7	0.2	<1	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn. Bhd.
Supplier Compliance Rate	% of assessed suppliers meeting ESG standards	%	Not Tracked	49%	70%	External (Limited)	Tracking commenced in FY2026 as the baseline year. Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn. Bhd.
Water Intensity	Total water consumption per unit revenue	litres/ RM Million Revenue	0.22	0.23	3% Cumulative Reduction	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn. Bhd.
Electricity Intensity	* Total electricity consumption per unit revenue	* MWh/RM million Revenue	8.74	916	3% Cumulative Reduction	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn. Bhd.
Footnote Metric	Amended to reflect total electricity consumption rather than individual units of measurement.						
Footnote Measurement Unit	Amended to reflect kWh/RM Million Revenue to MWh/RM Million Revenue						
Total waste generated	Tonnes	Tonnes	1,590	1,672	3% Cumulative Reduction	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn. Bhd.

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This report was generated on the Bursa Malaysia CSI Platform on 2026-09-30 14:54:32

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Sustainability Statement

ANCOM NYLEX BERHAD IFRS S2

Date & Time: 2026-09-30 14:54:32
Main Market | Group 2 | FYE 31/05/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	22,886.14	19,546.86	3% Cumulative Reduction	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn Bhd
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	12,748.44	13,778.06	3% Cumulative Reduction	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn Bhd
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	352.86	270.43	-	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn Bhd
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	Not Tracked	5.35	-	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn Bhd
GHG emissions	Scope 3 Cat.13: Downstream leased assets	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	4.21	4.56	-	External (Limited)	Data representing ANB Group and was assured by Sterling Business Alignment Consulting Sdn Bhd

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Sustainability Statement

ASSURANCE

Demonstrating our commitment to reporting integrity beyond mandatory disclosure requirements, ANB has voluntarily subjected this Sustainability Statement to independent external assurance and internal review, in line with Paragraph 6.2(e), Practice Note 9 of the Main Market Listing Requirements of Bursa Securities. This section outlines the scope and conclusions reached, with further details on our assurance framework provided in Governance, Assurance, and Data Integrity, page 38.

Indicators subject to independent limited assurance

The following indicators, reported for FY2026, were subject to independent limited assurance in accordance with ISAE 3000 (Revised).

Sustainability matter	Indicator	FY2026	Unit	Page
Emissions management	Scope 1 GHG emissions	19,546.86	tCO ₂ e	127
Emissions management	Scope 2 GHG emissions (location-based)	13,778.06	tCO ₂ e	126
Emissions management	Scope 3 Category 6: Business travel	270.43	tCO ₂ e	127
Emissions management	Scope 3 Category 7: Employee commuting	5.35	tCO ₂ e	127
Emissions management	Scope 3 Category 13: Downstream leased assets	4.56	tCO ₂ e	127
Energy management	Total energy consumption	376	TJ	126
Energy management	Group electricity intensity	9.19	'000 MWh per RM million revenue	128
Water	Total water consumption	442,663	m ³	126
Water	Group water intensity	0.23	litres per RM million revenue	128
Waste management	Total waste generated	1,672	Tonnes	127
Health and safety	Lost Time Incident Rate (LTIR)	0.20	Per 200,000 hours worked	131
Health and safety	Total Recordable Incident Rate (TRIR)	0.46	Per 200,000 hours worked	131
Diversity	Workforce headcount and gender diversity	1,316 employees; 28.72% female	Number; %	129
Diversity	Female directors on the Board	20.00%	%	130
Supply chain management	Supplier compliance rate (assessed suppliers meeting ESG standards)	49%	%	61

Progression of assurance

ANB intends to widen the scope of independent assurance progressively and to transition towards reasonable assurance over Scope 1 and Scope 2 GHG emissions by FY2029, consistent with the phased assurance requirements of the National Sustainability Reporting Framework. The Board will continue to review the scope and level of assurance annually through the Risk Management and Sustainability Committee.

This Sustainability Statement was reviewed and approved by the Board of Directors of ANB and authorised for issue together with the Annual Report FY2026.

Sustainability Statement



STERLING BUSINESS ALIGNMENT CONSULTING SDN BHD

Reg. No. 200401015607 (654110-P)

Unit 1207, Block B, Pusat Dagangan Phileo Damansara 1, No. 9, Jalan 16/11, Off Jalan Damansara, 46350 Petaling Jaya, Selangor

Tel: 03-7662 8010 / 03-7612 8609 | Fax: 03-7612 8610 | Website: sterlingbizgroup.com | Email: admin@sterlingbizgroup.com

Date: 3 September 2026

The Board of Directors
Ancom Nylex Berhad
2A, Jalan 13/2
Seksyen 13
46200 Petaling Jaya
Selangor

Dear Members of the Board,

Re: Statement of Assurance

In strengthening the credibility of the Sustainability Statement, the Sustainability Statement included in the Annual Report for the financial year ended 31 May 2026 has been subjected to an independent limited review by Sterling Business Alignment Consulting Sdn Bhd.

The subject matter covers the Sustainability Statement which describes the sustainability practices across Ancom Nylex Berhad's financial control. The boundary of the independent review includes mainly the quantitative and qualitative narratives to a certain extent in the said Sustainability Statement. We conducted our review of the Sustainability Statement in accordance with the International Standard on Assurance Engagements ("ISAE") 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information in accordance with the International Standard on Assurance Engagement (ISAE) 3000 and the Principles to Sustainability Reporting COSO ICIF-2013.

A copy of the independent Sustainability Statement Review Report is appended for the Board's information.

Thank you.

Yours faithfully,

A handwritten signature in black ink, appearing to be "Dr. So Hsien Ying".

Dr. So Hsien Ying
Principal Consultant

Sustainability Statement

SUSTAINABILITY PERFORMANCE INDICATORS FY2026

Basis of comparison. Figures marked ^R are restated comparatives. The amount previously reported, the restated amount, the difference and the reason for each restatement are set out in Appendix I. No restatement reflects a change in underlying sustainability performance.

Reporting conventions. N/T denotes an indicator that was not tracked in the year concerned and N/A an indicator for which data are not available. Superscript letters refer to the notes set out beneath each table.

Reporting boundary. The Group's greenhouse gas assessment covered 25 Operating Companies in FY2024, 31 in FY2025 and 30 in FY2026. Environmental comparatives for FY2024 are therefore prepared on a narrower boundary than FY2025 and FY2026 and are not directly comparable.

Revenue Intensity ratios are calculated on consolidated Group revenue of RM1,996.54 million for FY2024, RM1,874.64 million for FY2025 and RM1,926.36 million for FY2026.

Indicator	Unit	FY2024	FY2025	FY2026
Economic				
Procurement				
Average Proportion spent on local suppliers	%	58.07	58.19	74.86
Average Proportion of local suppliers	%	77.22	82.31	72.23
Suppliers assessed for environmental impacts	%	7.52	N/T	10.54
Suppliers assessed for social impacts	%	3.40	N/T	10.54
Governance				
Corruption				
Total individuals trained on anti-corruption and anti-bribery training (a)	Number	310	634	607
Board of Directors receiving anti-corruption and anti-bribery training (b)	Number	5	10	10
Management employees receiving anti-corruption and anti-bribery training (c)	Number	65	175	218
Non-management receiving anti-corruption and anti-bribery training (d)	Number	240	449	379
Operations assessed for corruption-related risks	%	8.33%	55.56%	43.33%
Confirmed incidents of corruption	Number	0	0	0
Employees disciplined or dismissed due to non-compliance with Anti-Bribery & Anti-Corruption Policy	Number	0	0	0
Cost of fines, penalties or settlements in relation to corruption	RM	0	0	0
Total political contributions	RM	0	0	0

Note:

(a) Total individual trained on anti-corruption and anti-bribery training = (b) + (c) + (d)

Sustainability Statement

Indicator	Unit	FY2024	FY2025	FY2026
Environment				
Energy				
Diesel	TJ	132	167 ^R	107
Natural Gas	TJ	168	167	200
Electricity	TJ	56	59	64
Others*	TJ	4	5	5
Total energy consumption	TJ	360	398	376
* Refers to a mixture of heavy fuel oil, marine oil, petrol and liquefied petroleum gas ("LPG").				
Scope 2 Emissions from Purchased Electricity				
Division				
Agricultural Chemicals	tCO ₂ e	5,168.40	5,980.29	6,922.83
Industrial Chemicals	tCO ₂ e	2,245.34	2,125.57	2,185.26
Polymers	tCO ₂ e	3,019.16	3,002.55	3,079.27
Logistics	tCO ₂ e	494.41	626.53	701.67
Investment Holdings & Others	tCO ₂ e	772.83	1,013.50	889.03
Total Scope 2 emissions from purchased electricity	tCO ₂ e	11,700.14^R	12,748.44	13,778.06
Water				
Division				
Agricultural Chemicals	m ³	142,974 ^R	169,022	218,938
Industrial Chemicals	m ³	137,012	181,056	168,684
Polymers	m ³	17,788	20,679	30,701
Logistics	m ³	7,939	11,653	3,399
Investment Holdings & Others	m ³	9,151	23,699	20,941
Total Municipal water consumption	m ³	314,864^R	406,109	442,663

The reported water consumption excludes activities carried out by third-party lessees who maintain operational control over the assets during the lease period.

Notes to the table

- Total energy consumption is the sum of diesel, natural gas, electricity and other fuels.
- Scope 2 emissions in this block arise from purchased electricity and are expressed in tCO₂e. The corresponding electricity consumption in kWh is set out in Energy & Emissions Management.

Sustainability Statement

Indicator	Unit	FY2024	FY2025	FY2026
Environment				
Waste and Effluents				
Total waste generated ^[a+b]	Tonnes	1,484	1,590	1,672
Total waste diverted from disposal (recycled or repurposed) ^a	Tonnes	398	854	851
Total waste directed to disposal (non-recycled) ^b	Tonnes	1,086	736	841
Total scheduled waste ^c	Tonnes	398.39	3,522.29	2,511.52
Effluent discharge ^d	m ³	100,733	104,984	97,935
GHG Emissions				
Scope 1 (a)	tCO ₂ e	21,328.45	22,886.14	19,546.86
	tCO ₂	21,188.54	22,736.01	19,418.63
	tCH ₄	1.69	1.81	1.56
	tN ₂ O	0.00	0.00	0.32
Scope 2 (b)	tCO ₂ e	11,700.14 ^R	12,748.44	13,778.06
	tCO ₂	11,700.14 ^R	12,748.44	13,778.06
Scope 3 (c)	tCO ₂ e	64.86	357.07	280.34
Category 6: Business Travel	tCO ₂ e	61.16	352.86	270.43
Category 7: Employee commuting	tCO ₂ e	N/T	N/T	5.35
Category 13: Leased Asset	tCO ₂ e	3.70	4.21	4.56

Note: Scope 1 N₂O emissions for FY2024 and FY2025 are minimal (<0.0005 tCO₂e). Category 7 (Employee Commuting) under Scope 3 was not measured for FY2024 and FY2025.

Notes to the table

^d Reported at Group level. Divisional data are not presented for this indicator.

^c Scheduled waste is measured and reported on a different basis from waste diverted from disposal. The two indicators are not additive.

^{a+b} Total waste generated comprises waste diverted from disposal and waste directed to disposal.

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Indicator	Unit	FY2024	FY2025	FY2026
Environment				
Overall GHG Emissions				
Scope 1 and 2 ^{(a) + (b)}	tCO ₂ e	33,028.59 ^R	35,634.58	33,324.92
	tCO ₂	32,888.68 ^R	35,484.45	33,196.70
	tCH ₄	1.69	1.81	1.56
	tN ₂ O	0.00	0.00	0.32
Scope 1, 2 and 3 ^{(a) + (b) + (c)}	tCO ₂ e	33,093.45 ^R	35,991.65	33,605.27
	tCO ₂	32,888.68 ^R	35,484.45	33,196.70
	tCH ₄	1.69	1.81	1.56
	tN ₂ O	0.00	0.00	0.32
Note: Scope 1 N2O emissions for FY2024 and FY2025 are minimal (<0.0005 tCO ₂ e).				
Carbon Sequestration				
Number of Mangrove Saplings Planted	Number	N/T	133	300
GHG emission sequestration from trees planted	tCO ₂ e	N/T	1.64	3.69
Carbon Emission Intensity				
Group Carbon Emission Intensity (Scope 1 and 2)	tCO ₂ e / RM million revenue	16.54 ^R	19.01 ^R	17.30
Electricity Consumption over Revenue				
Group Electricity Intensity	MWh / RM million revenue	7.86 ^R	8.74 ^R	9.19
Water Consumption over Revenue				
Group Water Intensity	litres/ RM million revenue	0.16 ^R	0.22 ^R	0.23
Conformance				
Total costs of environmental fines and penalties	RM	200,000	100,000	91,000

Notes to the table

- Total emissions are the sum of Scope 1, Scope 2 and Scope 3 emissions.
- Group carbon emission intensity is total Scope 1 and Scope 2 emissions divided by consolidated Group revenue, expressed in tCO₂e per RM million. Scope 3 emissions are excluded from the intensity metric, consistent with the boundary of the FY2030 targets. FY2024 Scope 2 emissions have been restated to 11,700.14 tCO₂e.
- Group electricity intensity is total Group electricity consumption divided by consolidated Group revenue, expressed in '000 kWh per RM million, equivalent to MWh per RM million.
- Group water intensity is total municipal water consumption divided by consolidated Group revenue, expressed in '000 m³ per RM million, equivalent to litres per RM of revenue.
- Scope 3 emissions are reported for the categories currently measured, as set out in the greenhouse gas accounting boundary. ANB has not set a quantified Scope 3 reduction target for FY2030. The Group will continue to assess relevant Scope 3 categories, data availability and potential decarbonisation levers before setting any Scope 3 target.

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Indicator	Unit	FY2024	FY2025	FY2026
Social				
Diversity				
Total headcount	Number	1,161	1,242	1,316
Employees by gender				
Male	Number (%)	835 (71.92)	871 (70.13)	938 (71.28)
Female	Number (%)	326 (28.08)	371 (29.87)	378 (28.72)
Employees by age				
18-25 years old	Number (%)	126 (10.85)	117 (9.42)	138 (10.49)
26-35 years old	Number (%)	441 (37.99)	456 (36.71)	495 (37.61)
36-45 years old	Number (%)	260 (22.39)	295 (23.75)	306 (23.25)
46-60 years old	Number (%)	284 (24.46)	306 (24.64)	302 (22.95)
60 years old >	Number (%)	50 (4.31)	68 (5.48)	75 (5.70)
Employees by contract				
Full-time employees	Number (%)	1079 (92.94)	1074 (86.47)	1118 (84.95)
Contractors/Temporary employees	Number (%)	82 (7.06)	168 (13.53)	198 (15.05)
Employees by Ethnicity				
Bumiputera	Number (%)	631 (54.35)	687 (55.31)	733 (55.70)
Chinese	Number (%)	206 (17.74)	240 (19.33)	273 (20.75)
Indian	Number (%)	117 (10.08)	122 (9.82)	114 (8.66)
Foreigners	Number (%)	207 (17.83)	193 (15.54)	196 (14.89)
Employees by Category				
Management	Number (%)	168 (14.47)	226 (18.20)	239 (18.16)
Non-Management	Number (%)	993 (85.53)	1016 (81.80)	1077 (81.84)
Gender by Employee Category				
Management: Male	Number (%)	103 (8.87)	137 (11.03)	146 (11.09)
Management: Female	Number (%)	65 (5.60)	89 (7.17)	93 (7.07)
Non-Management: Male	Number (%)	734 (63.22)	736 (59.26)	792 (60.18)
Non-Management: Female	Number (%)	259 (22.31)	280 (22.54)	285 (21.66)

Sustainability Statement

Indicator	Unit	FY2024	FY2025	FY2026
Social				
Age by Employee Category				
Management: 18-25 years old	Number (%)	2 (0.17)	0 (0.00)	0 (0.00)
Management: 26-35 years old	Number (%)	17 (1.46)	34 (2.74)	39 (2.96)
Management: 36-45 years old	Number (%)	40 (3.45)	50 (4.02)	53 (4.03)
Management: 46-60 years old	Number (%)	80 (6.89)	107 (8.61)	103 (7.83)
Management: 60 years old >	Number (%)	29 (2.50)	35 (2.82)	44 (3.34)
Non-Management: 18-25 years old	Number (%)	124 (10.68)	110 (8.86)	138 (10.49)
Non-Management: 26-35 years old	Number (%)	424 (36.52)	430 (34.62)	456 (34.65)
Non-Management: 36-45 years old	Number (%)	215 (18.52)	244 (19.65)	253 (19.22)
Non-Management: 46-60 years old	Number (%)	209 (18.00)	201 (16.18)	199 (15.12)
Non-Management: 60 years old >	Number (%)	21 (1.81)	31 (2.50)	31 (2.36)
Employees by qualification				
Degree	Number (%)	267 (23.00)	404 (32.53)	441 (33.51)
Diploma	Number (%)	179 (15.42)	160 (12.88)	181 (13.75)
Certificate/Others	Number (%)	626 (53.92)	681 (54.83)	694 (52.74)
Disabilities				
Disabled staff	Number (%)	2 (0.17)	2 (0.16)	1 (0.08)
Board of directors				
Total directors	Number	8	10	10
Directors by gender				
Male	Number (%)	7 (87.50)	8 (80.00)	8 (80.00)
Female	Number (%)	1 (12.50)	2 (20.00)	2 (20.00)
Directors by age				
46-60 years old	Number (%)	1 (12.50)	3 (30.00)	3 (30.00)
60 years old >	Number (%)	7 (87.50)	7 (70.00)	7 (70.00)
Key Senior Management				
Total Men in Senior Leadership	Number (%)	22 (78.57)	21 (77.78)	25 (80.65)
Total Women in Senior Leadership	Number (%)	6 (21.43)	6 (22.22)	6 (19.35)

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Indicator	Unit	FY2024	FY2025	FY2026
Social				
Employee turnover				
Total Employee turnover	Number (ratio *)	139 (11.97)	212 (17.07)	289 (21.96)
* Employee turnover/closing headcount at financial year-end x 100				
Employee turnover by gender				
Female	Number (%)	40 (3.45)	65 (5.23)	84 (6.38)
Male	Number (%)	99 (8.53)	147 (11.84)	205 (15.58)
Employee turnover by age				
18-25 years old	Number (%)	22 (1.89)	36 (2.90)	61 (4.64)
26-35 years old	Number (%)	65 (5.60)	88 (7.09)	128 (9.73)
36-45 years old	Number (%)	29 (2.50)	52 (4.19)	30 (2.28)
46-60 years old	Number (%)	13 (1.12)	27 (2.17)	54 (4.10)
60 years old >	Number (%)	10 (0.86)	9 (0.72)	16 (1.22)
Employee turnover by employee category				
Management	Number (%)	13 (1.12)	36 (2.90)	20 (1.52)
Non-Management	Number (%)	126 (10.85)	176 (14.17)	269 (20.44)
Voluntary/involuntary turnover				
Voluntary turnover	Number (%)	138 (11.89)	188 (15.14)	213 (16.19)
Involuntary turnover	Number (%)	1 (0.09)	24 (1.93)	76 (5.78)
Training and Development				
Total training time	Hours	7,875	10,176	6,942
Total training for Management	Hours	3,855	1,841	1,393
Total training for Non-Management	Hours	4,020	8,335	5,550
Total employees trained	Number	807	1,142	1,006
Health and safety				
Fatalities — Employees	Number	0	0	0
Fatalities — Contractor	Number	0	0	0
Employees trained on health and safety standards	Number	294	561	163
Lost Time Incident Rate (LTIR)	Rate	0.42 ^R	0.70	0.20
Total Recordable Incident Rate (TRIR)	Rate	N/T	N/T	0.46
Process Safety Incidents Count (PSIC)	Number	N/A	N/A	0.00
Process Safety Total Incident Rate (PSTIR)	Rate *	N/A	N/A	0.00
Transport Incidents	Number	N/A	N/A	4
Subsidiaries with OHSAS 18001/ISO 45001	Company	ALB	ALB	ALB

Note: Safety rates, employees. LTIR and TRIR are defined in Safety Performance and Metrics, on page 97. FY2026 is the first year in which TRIR is disclosed; the rates for FY2024 and FY2025 are LTIR.

TRIR is calculated per 200,000 person-hours worked as (Total Recordable Incidents × 200,000)/Total Hours Worked.

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Indicator	Unit	FY2024	FY2025	FY2026
Social				
Community				
Total amount invested in the community where the target beneficiaries are external to the listed issuer ^a	RM	549,476	824,433	741,579
Human rights				
Substantiated complaints concerning human rights violations	Number	0	0	0
Customer Privacy				
Substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

Notes to the table

^a Reported at Group level. Divisional data are not presented for this indicator.

Employee turnover is the number of employees leaving during the year divided by closing headcount at financial year-end.

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APPENDIX I — BASIS OF THE REPORT

Transition Reliefs

FY2026 is the first year in which we have prepared this Statement with reference to IFRS S1 and IFRS S2 as adopted in Malaysia under the NSRF. As a Group 2 listed issuer, the Group has chosen to apply the framework voluntarily ahead of our mandatory reporting timeline.

Doing so gives us access to certain transitional provisions. We have taken up only one of them. Our position on each is set out below.

Provision	ANB's position
Comparative information	Not relied upon. FY2025 is our designated base year, and we present comparatives for both FY2024 and FY2025 throughout this Statement. Restated comparatives are set out later in this Appendix (pages 134 to 135)
Timing of publication	Not applicable. This Statement is published together with our Annual Report 2026.
Climate-only reporting	Not applied. We report on all material environmental, social and governance topics.
Alternative method of measuring emissions	Not applied. We measure and report our greenhouse gas emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard.
Scope 3 emissions	Applied in part. We report Categories 6 (Business Travel), 7 (Employee Commuting) and 13 (Downstream Leased Assets), for which our existing systems provide reliable data. We do not yet report the remaining 12 categories individually; evaluation and data collection are under way, and these will be brought in progressively.
Principal business segments only	Not applied. This Statement covers all five operating divisions: Agricultural Chemicals, Industrial Chemicals, Polymers, Logistics and Investment Holdings & Others.

IMPACT ON THE STATEMENT OF COMPLIANCE

We have applied one transitional provision, in respect of Scope 3 greenhouse gas emissions. No other relief has been relied upon.

Because full category-by-category Scope 3 disclosure is not presented, ANB does not make an explicit and unreserved statement of compliance with IFRS S1 and IFRS S2 for SS2026. Consistent with this, the section on Statement of Compliance as describes SS2026 as prepared with reference to those standards. Every other requirement has been applied to the fullest extent our data supports, and the areas where our disclosure is not yet complete are identified in Appendix II, Judgements and Measurement Uncertainties.

ANB intends to progress towards a full statement of compliance as Scope 3 data collection matures across the value chain.

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Restatement of Comparative Information

Certain comparative indicators previously reported for FY2024 and FY2025 have been restated in this Statement. The table below sets out each restated metric, the figure reported in SS2025, the restated figure, the difference and the reason for the restatement.

Restatements arise from four sources: the correction of prior-period computational errors, changes in the measurement basis of certain intensity and water indicators, reclassifications of certain subsidiaries between operating divisions, and a change in the composition of the reporting boundary. Group-wide absolute emissions totals are unaffected by the divisional reclassification, and no restatement reflects a change in underlying environmental performance.

No	Metric restated	Period	Reported in SS2025	Restated in SS2026	Difference	Nature of restatement
1	Group carbon emission intensity (tCO ₂ e / RM'million revenue)	FY2024	189.93	16.54	-173.39 [-91.3%]	Correction of a prior-period computational error
	Reason: The previously reported total was the arithmetic sum of the five divisional intensity ratios. Intensity ratios with differing denominators cannot be aggregated in this way. The restated figure is total Group Scope 1 and Scope 2 emissions of 33,028.59 tCO ₂ e, incorporating the restated FY2024 Scope 2 figure at item 13, divided by total consolidated Group revenue of RM1,996.54 million.					
2	Group carbon emission intensity (tCO ₂ e / RM'million revenue)	FY2025	191.94	19.01	-172.93 [-90.1%]	Correction of a prior-period computational error
	Reason: As above, the restated figure is total Group Scope 1 and Scope 2 emissions of 35,634.58 tCO ₂ e divided by total consolidated Group revenue of RM1,874.64 million. FY2025 is the Group's designated base year and has been recalculated on the corrected basis.					
3	Electricity consumption — Industrial Chemicals (kWh)	FY2024	3,556,623	2,909,466	-647,157 [-18.2%]	Reclassification between operating divisions
	Reason: Certain operating companies were remapped to the division under which they are managed and reported in the financial statements.					
4	Electricity consumption — Industrial Chemicals (kWh)	FY2025	3,331,663	2,753,802	-577,861 [-17.3%]	Reclassification between operating divisions
	Reason: As above.					
5	Electricity consumption — Logistics (kWh)	FY2024	250,471	897,628	+647,157 [+258.4%]	Reclassification between operating divisions
	Reason: As above. Offsets item 3 exactly.					
6	Electricity consumption — Logistics (kWh)	FY2025	231,613	809,473	+577,860 [+249.5%]	Reclassification between operating divisions
	Reason: As above. Offsets item 4, subject to a 0.36 kWh rounding residual in the source data. Figures are stated in whole kWh.					
7	GHG reporting boundary (number of Operating Companies)	FY2026 vs FY2025	31	30	-1	Change in the composition of the reporting boundary
	Reason: The Group's greenhouse gas assessment covered 25 Operating Companies in FY2024, 31 in FY2025 and 30 in FY2026. Environmental comparatives for FY2024 are prepared on a narrower boundary than FY2025 and FY2026 and are not directly comparable.					

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No	Metric restated	Period	Reported in SS2025	Restated in SS2026	Difference	Nature of restatement
8	Total municipal water consumption (m ³)	FY2024	463,160	314,864	-148,296 [-32.0%]	Change in the measurement basis of the indicator
	Reason: The movement arises wholly within the Agricultural Chemicals division, restated from 291,270 m ³ to 142,974 m ³ . Municipal water consumption for the Industrial Chemicals, Polymers, Logistics and Investment Holdings divisions is unchanged, and the restated divisional figures aggregate to 314,864 m ³ .					
9	Group electricity intensity ('000 kWh / RM'million revenue)	FY2024	0.095	7.861	Measure redefined and rescaled	Change in the measurement basis of the indicator
	Reason: The indicator is now calculated as total Group electricity consumption of 15,693,335 kWh divided by consolidated Group revenue of RM1,996.54 million, expressed in '000 kWh per RM'million.					
10	Group electricity intensity ('000 kWh / RM'million revenue)	FY2025	0.100	8.737	Measure redefined and rescaled	Change in the measurement basis of the indicator
	Reason: As above. The restated figure is 16,378,105.56 kWh divided by RM1,874.64 million. FY2025 is the Group's designated base year and has been recalculated on the corrected basis.					
11	Group water intensity ('000 m ³ / RM'million revenue)	FY2024	1.22	0.16	Measure redefined and rescaled	Change in the measurement basis of the indicator
	Reason: The indicator is now calculated as total municipal water consumption of 314,864 m ³ (as restated at item 8) divided by consolidated Group revenue of RM1,996.54 million, expressed in '000 m ³ per RM'million, equivalent to litres per RM of revenue.					
12	Group water intensity ('000 m ³ / RM'million revenue)	FY2025	1.48	0.22	Measure redefined and rescaled	Change in the measurement basis of the indicator
	Reason: As above. The restated figure is 406,109 m ³ divided by RM1,874.64 million.					
13	Scope 2 GHG emissions (tCO ₂ e)	FY2024	13,967.20	11,700.14	-2,267.06 [-16.2%]	Correction of a prior-period computational error
	Reason: The previously reported Group total of 13,967.20 tCO ₂ e did not agree with the sum of the divisional Scope 2 figures. The restated Group total of 11,700.14 tCO ₂ e equals the sum of the divisional figures for Agricultural Chemicals (5,168.40), Industrial Chemicals (2,245.34), Polymers (3,019.16), Logistics (494.41) and Investment Holdings & Others (772.83). FY2024 Scope 1 and Scope 2 emissions are correspondingly restated to 33,028.59 tCO ₂ e.					

Notes to the table

1. FY2025 is the Group's designated base year for emissions tracking, target setting and performance evaluation.
2. Items 3 to 6 arise from a single reclassification between the IA, LOG and POLY. The transfers offset exactly, and the total Group electricity consumption is unchanged in both periods, at 15,693,335 kWh for FY2024 and 16,378,106 kWh for FY2025. Only the divisional allocation has changed.
3. Items 8 to 12 do not affect the Group's absolute Scope 1, Scope 2 or Scope 3 emissions for any period. Other than the FY2024 Scope 2 restatement at item 13 and its effect on the FY2024 totals, absolute emissions for FY2024 and FY2025 are identical to those published in the Sustainability Statement 2025.
4. Restatements previously made in SS2025 in respect of FY2023 and FY2024 water discharge and stack emissions data are not repeated here. Those figures are unchanged in SS2026.

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APPENDIX II — JUDGEMENTS AND MEASUREMENT UNCERTAINTIES

In preparing this Sustainability Statement, management has exercised judgment in several areas, including identifying sustainability-related risks and opportunities and determining which information is material to report. Preparation also requires the use of estimates for amounts that cannot be measured directly. Estimates have been made when information relates to entities in the value chain, is forward-looking, or is subject to data limitations.

This appendix sets out the most significant judgements made by management, and the metrics subject to a high degree of measurement uncertainty. The detail underlying each judgement and each source of estimation uncertainty is contained in the note referenced.

Area of judgement	Judgement made and why it was required	Reference
Materiality	Management determined which sustainability-related risks and opportunities could reasonably be expected to affect the Group's cash flows, access to finance and cost of capital over the short, medium and long term, and which information relating to those risks and opportunities is material to primary users. The assessment process is described in the note referenced.	Page 56
GHG organisational boundary	The Group applies the operational control approach. Determining which operations fall within that boundary, particularly for partially owned entities, leased assets, and entities acquired or disposed of during the period, requires an assessment of where the Group has full authority to introduce and implement operating policies.	Page 48
Composition of the reporting boundary	The number of Operating Companies within the GHG boundary changed from 31 in FY2025 to 30 in FY2026. Management assessed whether this change is significant relative to the Group's base-year recalculation threshold. The shift from 31 to 30 operating entities in FY2026 reflects an internal consolidation of sub-entities within the Agrichemicals (ACC) division to streamline reporting, with zero change to physical operations.	Page 48 and Appendix I
GHG calculation methods	Where direct activity data was available, it was prioritised over spend-based estimation. The selection of emission factors by jurisdiction, the treatment of partial-year data for entities entering or leaving the boundary, and the choice of calculation method for each Scope 3 category all require judgment.	Page 49 and 118 to 119
Carbon intensity denominator	Management determined that total consolidated Group revenue is the appropriate denominator for the Group carbon emission intensity metric, replacing the previously used divisional revenue allocation basis. The effect on comparative figures is disclosed in the referenced appendix.	Appendix I
Climate scenario selection	Management selected SSP2-4.5 and the NGFS Net Zero 2050 scenario as the range for assessing physical and transition risk exposure. SSP2-4.5 was selected as a middle-of-the-road physical pathway broadly consistent with current policy trajectories, and NGFS Net Zero 2050 was selected to test transition-risk exposure under an orderly decarbonisation pathway. A high-emissions physical scenario was not modelled in FY2026 because the Group prioritised establishing a baseline assessment for its principal operating sites. ANB intends to extend the scenario range as data, methodologies and internal capability mature.	Page 113

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Area of judgement	Judgement made and why it was required	Reference
SASB metric applicability	Not all disclosure topics within the applicable SASB Industry Standards are relevant to every Operating Company. Management assessed applicability at the entity level before determining which metrics to report.	Page 36
Scope of transition reliefs applied	Management determined which first-year transition reliefs to rely upon, and the consequential effect on the Group's statement of compliance.	Appendix I

Judgements made for financial reporting that affect this Statement

Certain judgements made in preparing the Group's financial statements directly determine the scope of this Statement, as entities consolidated for financial reporting establish the organisational boundary for sustainability disclosures.

Except for standard control determinations across wholly owned and majority owned subsidiaries, no non-straightforward control conclusions were identified (e.g., control asserted with less than 50% voting rights, or exclusion of entities despite majority ownership). For a complete list of consolidated subsidiaries and investment holdings, refer to the notes to the FY2026 financial statements.

Regarding corporate developments, the proposed acquisition of Green Lagoon Technology Sdn. Bhd. ("GLT") remained at the Heads of Agreement stage as of the 31 May 2026 reporting date. Management concluded that the Group did not exercise operational or financial control over GLT during FY2026; consequently, GLT is excluded from the FY2026 sustainability reporting boundary. The following metrics are subject to high measurement uncertainty.

Metric	Source of Uncertainty	Level
Scope 1 and Scope 2 GHG Emissions	Direct fuel and electricity consumption is verified against official utility invoices across all operating sites. Measurement uncertainty is limited to minor estimations derived from trailing two-month average billing data when cut-off invoices are delayed, alongside geographic variability in published grid emission factors across operating jurisdictions.	Low / Medium
Water Consumption and Discharge	Volume data is systematically compiled across our 30 operating sites using primary utility billing invoices. Minor uncertainty arises solely from temporary estimation based on two-month historical averages for delayed invoices before final reconciliation.	Low
Stack Emissions and Effluent Quality	Compliance figures are derived from periodic third-party sampling and laboratory testing at designated monitoring points, as required by local environmental regulations, and represent point-in-time indicators rather than continuous, period-wide averages.	Medium
Physical Climate Risk Exposure	Inherent macro-level uncertainty exists regarding regional climate projections across Southeast Asia, including the localised frequency and severity of extreme weather events (such as surface flooding) and their ultimate operational impacts.	High
Scope 3 GHG Emissions	Primary value-chain data is inherently constrained. Quantifications rely on spend-based models, activity surveys, direct stakeholder feedback, and qualitative estimations collected from value-chain partners.	High

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APPENDIX III — GRI CONTENT INDEX, TCFD, SASB, IFRS S1 AND IFRS S2

This index maps the Group's Sustainability Disclosures against GRI Standards, relevant SASB industry metrics and the UNSDGs. Blank cells indicate where a GRI disclosure serve as foundational corporate reporting context or has no direct correlation to specific SASB industry indicators or prioritised SDGs.

STATEMENT OF USE : Ancom Nylex Berhad has reported the information cited in this GRI content index for the period 1st June 2025 to 31st May 2026, in accordance with the GRI Standards.

GRI 1 USED : GRI 1: Foundation 2021

SASB STANDARDS USED : Chemicals

Pillar	GRI Disclosure	SASB Alignment	UNSDG Alignment	Page Reference & Reasons for Omission (if applicable)
Organisational Overview	GRI 2: General Disclosures 2021			
	2-1 Organisational details			42
	2-2 Entities included in the organisation's sustainability reporting			48-50
	2-3 Reporting period, frequency, and contact point			37
	2-4 Restatements of information			37, 134-135
	2-5 External Assurance			38, 123
	2-6 Activities, value chain, and other business relationships			42-45
	2-7 Employees			129-131
Sustainability Governance	2-8 Workers who are not employees			129-130
	2-9 Governance structure and composition			66-69, 146-147
	2-10 Nomination and selection of the highest governance body			146-149
	2-11 Chair of the highest governance body			
	2-12 Role of the highest governance body in overseeing the management of impacts			66-69
	2-13 Delegation of responsibility for managing impacts			66-69
	2-14 Role of the highest governance body in sustainability reporting			66-69

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Pillar GRI Disclosure		SASB Alignment	UNSDG Alignment	Page Reference & Reasons for Omission (if applicable)
Sustainability Governance	GRI 2: General Disclosures 2021			
	2-15 Conflicts of interest			146-149
	2-16 Communication of critical concerns			66-69, 146-149
	2-17 Collective knowledge of the highest governance body			Refer to Annual Report FY2026
	2-18 Evaluation of the performance of the highest governance body			
	2-19 Remuneration policies			
	2-20 Process to determine remuneration			
	2-21 Annual total compensation ratio			
	2-22 Statement on sustainable development strategy			36-43
	2-23 Policy commitments			51-55, 56-61
	2-24 Embedding policy commitments			51-55, 56-61, 96-120
	2-25 Processes to remediate negative impacts			53-55, 116-120, 129
	2-26 Mechanisms for seeking advice and raising concerns			38, 51-55, 146-149
	2-27 Compliance with laws and regulations			70-71, 128, 146-149
Stakeholder	2-28 Membership associations			70
	2-29 Approach to stakeholder engagement			51-55
	2-30 Collective bargaining agreements			77, 86
Materiality	GRI 3: Material Topics 2021			
	3-1 Process to determine material topics			56-57
	3-2 List of material topics			57-59
	3-3 Management of material topics			51-55, 56-130

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Pillar	GRI Disclosure	SASB Alignment	UNSDG Alignment	Page Reference & Reasons for Omission (if applicable)
Economic	GRI 201: Economic Performance 2016			
	201-1 Direct economic value generated and distributed		 	62-63
	201-2 Financial implications and other risks and opportunities due to climate change		 	113-120
	201-3 Defined benefit plan obligations and other retirement plans			90-91
	GRI 203: Indirect Economic Impacts 2016			
	203-1 Infrastructure investments and services supported		 	63
	203-2 Significant indirect economic impacts			80-85, 132
	GRI 204: Procurement Practices 2016			
	204-1 Proportion of spending on local suppliers		 	63-64, 125
Governance	GRI 205: Anti-Corruption 2016			
	205-1 Operations assessed for risks related to corruption			
	205-2 Communication and training about anti-corruption policies and procedures		 	74, 125
Environmental	GRI 301: Materials 2016			
	301-1 Materials used by weight or volume			103
	GRI 302: Energy 2016			
	302-1 Energy consumption within the organisation	RT-CH-130a.1	 	109, 126
	302-3 Energy intensity			110, 128
	302-4 Reduction of energy consumption			109

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Pillar GRI Disclosure		SASB Alignment	UNSDG Alignment	Page Reference & Reasons for Omission (if applicable)
Environmental	GRI 303: Water and Effluents 2018			
	303-1 Interactions with water as a shared resource			103-106
	303-2 Management of water discharge-related impacts	RT-CH-140a.3		126
	303-3 Water withdrawal	RT-CH-140a.1	 	126
	303-4 Water discharge			126
	303-5 Water consumption	RT-CH-140a.1		126
	GRI 101: Biodiversity 2024			
	101-2 Management of biodiversity impacts			
	101-4 Identification of biodiversity impacts		 	99
	101-6 Direct drivers of biodiversity loss			
	GRI 305: Emissions 2016			
	305-1 Direct (Scope 1) GHG emissions	RT-CH-110a.1		
	305-2 Energy indirect (Scope 2) GHG emissions			
	305-3 Other indirect (Scope 3) GHG emissions		 	118-119, 127-128
	305-4 GHG emissions intensity			
	305-5 Reduction of GHG emissions			107,120
	305-6 Emissions of ozone-depleting substances (ODS)			-
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	RT-CH-120a.1		101
	GRI 306: Waste 2020			
	306-1 Waste generation and significant waste-related impacts			
	306-2 Management of significant waste-related impacts			
	306-3 Waste generated		 	101-102, 112, 127
	306-4 Waste diverted from disposal	RT-CH-150a.1		
	306-5 Waste directed to disposal			

Sustainability Statement

Pillar	GRI Disclosure	SASB Alignment	UNSDG Alignment	Page Reference & Reasons for Omission (if applicable)
Social	GRI 401: Employment 2016			
	401-1 New employee hires and employee turnover			89-90, 130-131
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		 	90-91
	401-3 Parental leave			
	GRI 403: Occupational Health and Safety 2018			
	403-1 Occupational health and safety management system	RT-CH-320a.2		
	403-2 Hazard identification, risk assessment, and incident investigation			94-95
	403-3 Occupational health services			
	403-4 Worker participation, consultation, and communication on occupational health and safety			
	403-5 Worker training on occupational health and safety		 	95
	403-6 Promotion of worker health			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships			95
	403-8 Workers covered by an occupational health and safety management system			
	403-9 Work-related injuries	RT-CH-320a.1		97, 131
	403-10 Work-related ill health			

Sustainability Statement

Pillar	GRI Disclosure	SASB Alignment	UNSDG Alignment	Page Reference & Reasons for Omission (if applicable)
Social	GRI 404: Training and Education 2016			
	404-1 Average hours of training per year per employee		 	92
	404-2 Programmes for upgrading employee skills and transition assistance programmes			93
	404-3 Percentage of employees receiving regular performance and career development reviews			-
	GRI 405: Diversity and Equal Opportunity 2016			
	405-1 Diversity of governance bodies and employees		  	16-23, 69, 88-89, 129-131
	GRI 406: Non-discrimination 2016			
	406-1 Incidents of discrimination and corrective actions taken		  	75, 132
	GRI 413: Local Communities 2016			
	413-1 Operations with local community engagement, impact assessments, and development programmes	RT-CH-210a.1	 	84-85, 132
	413-2 Operations with significant actual and potential negative impacts on local communities			
	GRI 417: Marketing and Labelling 2016			
	417-1 Requirements for product and service information and labelling			64-65
	GRI 418: Customer Privacy 2016			
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data			76, 132

Sustainability Statement

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Recommended Disclosures	Location/ Explanation
Governance <i>Disclose the company's governance around climate-related risks and opportunities</i>	
a) Describe the Board's oversight of climate-related risks and opportunities.	Refer to pages 66-68 and 114
b) Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy <i>Disclose the actual and potential impacts of climate-related risks and opportunities on the company's businesses, strategy, and financial planning where such information is material</i>	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Refer to pages 113-117
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Refer to pages 107,113
Risk Management <i>Disclose how the organisation identifies, assesses, and manages climate-related risks</i>	
a) Describe the organisation's processes for identifying and assessing climate-related risks.	Refer to pages 72, 113-114
b) Describe the organisation's processes for managing climate-related risks.	Refer to pages 115-117
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Refer to pages 118-119
Metrics and Targets <i>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</i>	
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Refer to pages 118-119, 127-128
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions and the related risks.	Refer to pages 118-119, 127-128
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Refer to pages 60-61, 107

Sustainability Statement

APPENDIX IV — GLOSSARY OF ACRONYMS

Acronym	Full Term
AA	Agrichemicals Division (Agricultural Chemicals)
ABAC	Anti-Bribery and Anti-Corruption
ASEAN	Association of Southeast Asian Nations
BOD	Biochemical Oxygen Demand
Bursa Securities	Bursa Malaysia Securities Berhad
CBAM	Carbon Border Adjustment Mechanism (European Union)
CIO	Chief Integrity Officer
CO₂e	Carbon dioxide equivalent
COD	Chemical Oxygen Demand
CPR	Cardiopulmonary resuscitation
CRA	Climate Risk Assessment
CSR	Corporate social responsibility
DOE	Department of Environment, Malaysia
DOSH	Department of Occupational Safety and Health, Malaysia
EMS	Environmental Management System
EQA	Environmental Quality Act 1974 (Malaysia)
ERP	Emergency Response Plan
ESG	Environmental, social and governance
F4GBM	FTSE4Good Bursa Malaysia Index
F4GBMS	FTSE4Good Bursa Malaysia Shariah Index
FMA	Factories and Machinery Act 1967 (Malaysia)
FSB	Fine Speciality Biochemicals
FTSE	FTSE Russell ESG Ratings
FTSE4Good	FTSE4Good Index Series
GHG	Greenhouse gas
GRI	Global Reporting Initiative
HDPE	High-Density Polyethylene
IBC	Intermediate Bulk Container
IFRS	International Financial Reporting Standards
ILO	International Labour Organisation
ISAE	International Standard on Assurance Engagements
ISSB	International Sustainability Standards Board

Acronym	Full Term
LTIR	Lost Time Incident Rate (Bursa Securities common indicator C5b)
MACC	Malaysian Anti-Corruption Commission
MAE	Materiality Assessment Exercise
NGFS	Network for Greening the Financial System
NSRF	National Sustainability Reporting Framework (Malaysia)
NZCE	Net zero carbon emissions
OHS	Occupational health and safety
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Act 1994 (Malaysia)
PDPA	Personal Data Protection Act 2010 (Malaysia)
PN9	Practice Note 9, Main Market Listing Requirements of Bursa Securities
POME	Palm oil mill effluent
PPE	Personal protective equipment
PVC	Polyvinyl chloride
REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals (EU)
RMSC	Risk Management and Sustainability Committee
RMSWG	Risk Management and Sustainability Working Group
SASB	Sustainability Accounting Standards Board
SDG	Sustainable Development Goal (United Nations)
SSP	Shared Socioeconomic Pathway (IPCC climate scenario)
TCFD	Task Force on Climate-related Financial Disclosures
tCO₂e	Tonnes of carbon dioxide equivalent
TRIR	Total Recordable Incident Rate (SASB RT-CH-320a.1)
WWTP	Wastewater Treatment Plant

Corporate Governance Overview Statement

Stewardship. Accountability. Sustainable Value Creation.

INTRODUCTION

THE BOARD OF DIRECTORS ("BOARD") IS PLEASED TO PRESENT THE CORPORATE GOVERNANCE OVERVIEW STATEMENT ("STATEMENT") OF ANCOM NYLEX BERHAD ("ANB" OR "COMPANY") AND ITS SUBSIDIARIES ("GROUP") FOR THE FINANCIAL YEAR ENDED 31 MAY 2026 ("FY2026").

Corporate governance remains fundamental to the manner in which the Group conducts its business, manages risk, delivers sustainable performance and fulfils its responsibilities to shareholders and other stakeholders. The Board recognises that sound governance practices support organisational resilience, enhance stakeholder confidence and contribute to the long-term success of the Group.

The Board regards governance as a strategic enabler that supports sustainable growth, effective risk oversight, ethical conduct, sound decision-making and long-term value creation. During FY2026, the Board continued to strengthen its governance practices through enhancements to Board evaluation, succession planning, Director capability development, sustainability oversight and governance effectiveness. These initiatives reflect the Board's commitment to continuous improvement and responsible stewardship. This Statement provides an overview of the Group's corporate governance framework and practices and is prepared in accordance with the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"). The Statement is guided by the principles and practices of the Malaysian Code on Corporate Governance ("MCCG"), with a focus on promoting effective leadership, accountability, integrity and sustainable value creation.

This Statement should be read together with the Company's Corporate Governance Report ("CG Report"), which sets out in greater detail the application of the MCCG practices by the Group during FY2026. The CG Report is available on the Company's website at www.ancomnylex.com.

GOVERNANCE PHILOSOPHY

The Board views good corporate governance as a fundamental enabler of sustainable business performance, sound stewardship and long-term success. Governance principles are embedded across the Group's strategic planning, risk management, decision-making and performance management processes.

The Board is committed to promoting a culture of integrity, accountability, transparency and responsible conduct throughout the Group. In discharging its responsibilities, the Board seeks to balance the interests of shareholders and other stakeholders while ensuring that the Group remains resilient, well governed and responsive to a rapidly evolving business environment.

The Group's governance practices support effective oversight, prudent risk management, ethical business conduct and informed decision-making. The Board also recognises the increasing importance of sustainability and environmental, social and governance ("ESG") considerations in supporting the Group's long-term resilience and value creation.

Corporate Governance Overview Statement

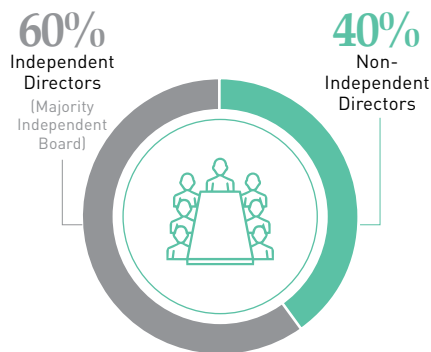
FY2026 GOVERNANCE DASHBOARD

GOVERNANCE AT A GLANCE

FY2026 GOVERNANCE DASHBOARD

The Board continued to strengthen the Group's governance framework and oversight capabilities throughout FY2026.

BOARD COMPOSITION



- INDEPENDENT CHAIRMAN**
Ensuring leadership independence and effective oversight
- DIVERSE EXPERIENCE & EXPERTISE**
Board Expertise Matrix implemented
- BOARD EVALUATION**
Annual Board Evaluation Conducted

GOVERNANCE HIGHLIGHTS FY2026

BOARD LEADERSHIP & EFFECTIVENESS

- > Majority Independent Board
- > Independent Chairman
- > Annual Board Evaluation Conducted
- > Directors' Expertise Matrix Implemented
- > Board Succession Planning Reviewed
- > Continuous Board Development Initiatives

DIRECTOR DEVELOPMENT

- > Two In-House Director Development Programmes Conducted
- > Continuous Professional Development Framework Maintained

RISK & SUSTAINABILITY GOVERNANCE

- > Enterprise Risk Management Framework Reviewed
- > Sustainability Governance Oversight Enhanced
- > Climate-Related Risks Monitored
- > Emerging Risks Assessed
- > Cybersecurity Oversight Strengthened

INTEGRITY & ACCOUNTABILITY

- > Anti-Bribery & Anti-Corruption Framework Maintained
- > Whistleblowing Programme Operational
- > Code of Conduct & Ethics Reinforced
- > Three Lines of Defence Model Applied
- > Independent Internal Audit Assurance

STAKEHOLDER ENGAGEMENT

- > Timely and Transparent Corporate Disclosures
- > Active Shareholder Engagement
- > Ongoing Regulatory Engagement
- > Enhanced Sustainability Communication



**Strong Governance.
Sustainable Value.
Stakeholder Trust.**

1

Effective Oversight

2

Responsible Business

3

Stakeholder Trust

4

Long-term Value Creation

Corporate Governance Overview Statement

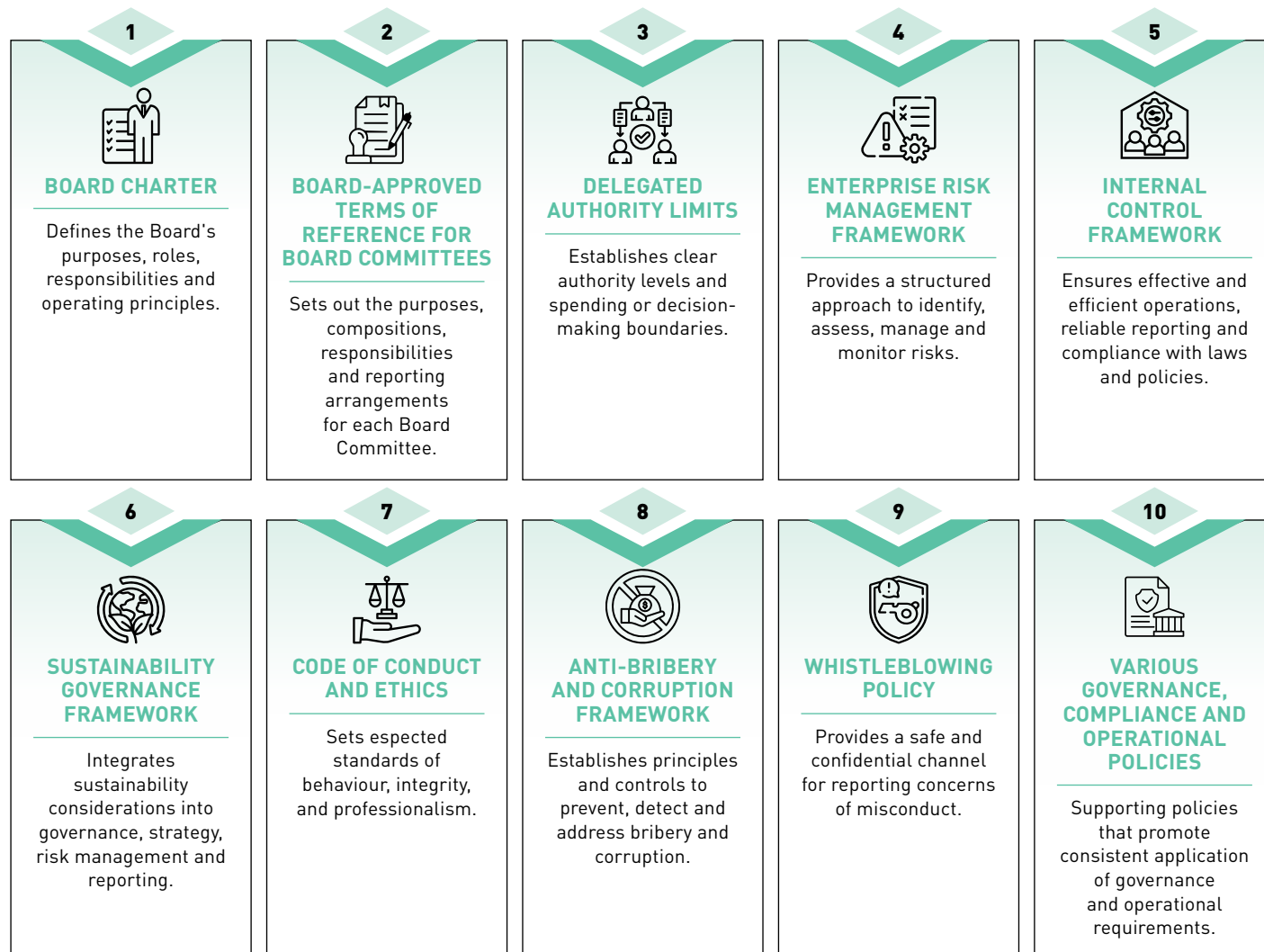
GOVERNANCE FRAMEWORK

GOVERNANCE FRAMEWORK

Strong governance. Effective oversight. Sustainable value

BOARD OVERSIGHT AND LEADERSHIP

The Board provides strategic direction, oversight and accountability to promote the long-term success of the organization.



FOUNDATION PRINCIPLES



INTEGRITY



ACCOUNTABILITY



TRANSPARENCY



FAIRNESS



RESPONSIBILITY



SUSTAINABILITY

Collectively, these elements strengthen governance, support compliance, manage risks, and drive sustainable performance and long-term value.

Corporate Governance Overview Statement

The Group's governance framework is supported by its various policies and frameworks, including:

- Board Charter;
- Terms of Reference of Board Committees (including the Audit Committee ("AC"), the Remuneration & Nomination Committee ("RNC") and Risk Management & Sustainability Committee ("RMSC");
- Code of Conduct and Ethics;
- Risk Management & Sustainability Policy;
- Anti-Bribery and Anti-Corruption Policy;
- Anti-Money Laundering and Counter-Terrorism Financing Policy;
- Whistleblowing Policy;
- Directors' Fit and Proper Policy;
- Remuneration Policy;
- Directors Training Policy;
- Succession Planning Policy; and
- Other governance-related policies.

These documents are periodically reviewed to ensure continued relevance and alignment with applicable laws, regulations and best practices. They are available on the Company's website.

PRINCIPLE A:

BOARD LEADERSHIP AND EFFECTIVENESS

The Board recognises that effective leadership and governance are essential to the successful execution of the Group's strategy and the delivery of sustainable business performance.

The Board provides overall stewardship of the Group, sets its strategic direction and oversees Management in the execution of approved plans and objectives. In discharging its responsibilities, the Board promotes sound decision-making, appropriate risk oversight and high standards of conduct across the Group.

Board Leadership

The Board is responsible for setting the strategic direction of the Group and overseeing Management's implementation of approved strategies and business plans.

In carrying out its responsibilities, the Board considers both short-term performance and longer-term business priorities, taking into account financial, operational, environmental, social and governance considerations.

The Board's principal responsibilities include:

- reviewing and approving strategic plans and key business initiatives;
- overseeing financial performance and capital management;
- monitoring principal and emerging risks;
- overseeing sustainability matters and climate-related considerations;
- ensuring the adequacy and effectiveness of the Group's risk management and internal control systems;
- overseeing succession planning and talent development; and
- promoting ethical conduct and responsible business practices throughout the Group.

The roles and responsibilities of the Board are set out in the Board Charter, which is available on the Company's website.

Corporate Governance Overview Statement

LEADERSHIP STRUCTURE

The Board maintains a clear separation between oversight and executive management responsibilities.

This structure supports accountability, independent judgement and effective decision-making through appropriate checks and balances.

Independent Non-Executive Chairman

The Board is led by an Independent Non-Executive Chairman who is responsible, among others, for providing leadership to the Board, promoting effective Board conduct, facilitating constructive discussions, encouraging active participation from all Directors and fostering a culture of openness and constructive challenge.

The Chairman also ensures that the Board operates effectively in discharging its responsibilities and that appropriate matters are brought before the Board for consideration.

Executive Vice Chairman (“EVC”) and Managing Director (“MD”) / Group Chief Executive Officer (“GCEO”)

The EVC, supported by the MD/GCEO, is responsible for implementing the Board’s decisions and driving the execution of the Group’s business strategies.

The EVC is accountable to the Board for the performance of the Group and is responsible for overseeing day-to-day operations, leading Management, allocating resources effectively and ensuring that the Board receives timely and reliable information to facilitate its deliberations.

The MD/GCEO supports the EVC in the management of the Group’s businesses and operations, including the implementation of strategic and operational initiatives approved by the Board.

The clear delineation of responsibilities between the Chairman, EVC and MD/GCEO promotes accountability and supports effective governance.

Board Composition and Independence

The Board recognises the importance of maintaining an appropriate balance of independence, skills, experience and diversity to support effective oversight and decision-making.

As at FY2026, the Board comprised ten (10) Directors, consisting of:

- six (6) Independent Non-Executive Directors;
- two (2) Executive Directors; and
- two (2) Non-Independent Non-Executive Directors.

Independent Directors represented 60% of the Board, exceeding both the Listing Requirements of Bursa Securities and the recommendations of the MCCG. The Board is satisfied that this level of independence supports objective deliberations, effective oversight and balanced decision-making.

Independent Directors contribute diverse perspectives, provide constructive challenge and exercise independent judgement on matters brought before the Board. They play an important role in reviewing Management’s proposals, particularly in relation to strategy, risk management, sustainability, governance and performance.

The Board is satisfied that its current composition provides an appropriate balance of skills, experience, independent judgement and governance expertise necessary to support effective oversight and the Group’s long-term strategic priorities.

Corporate Governance Overview Statement

Senior Independent Director

Having considered the size and composition of the Board, as well as the open and constructive manner in which it operates, the Board has not appointed a Senior Independent Director.

The Board is satisfied that the Independent Directors remain readily accessible to shareholders and are able to raise matters independently when required. The Chairman continues to promote an inclusive Board environment in which differing views are encouraged and appropriately considered during deliberations.

Board Diversity

The Board recognises that diversity enhances the quality of Board deliberations through a broader range of perspectives, experiences and insights.

As at FY2026, the Board comprised two (2) female Directors, representing 20% of the Board. Board appointments continue to be made on merit, having regard to the skills, experience, knowledge, independence and personal attributes required to meet the Group's objectives, whilst taking diversity considerations into account.

Beyond Board composition, the Group also supports gender diversity through leadership development and succession planning initiatives aimed at promoting the continued advancement of women into senior leadership positions.

The Board will continue to consider diversity as part of its Board renewal, succession planning and future appointment processes.

Board Skills and Expertise Matrix

The Board recognises that an effective Board requires a balanced mix of skills, experience, expertise and perspectives to discharge its responsibilities effectively and support the Group's long-term strategic objectives.

The RNC reviews, where appropriate, the Board's composition against the Group's current and future business needs to ensure that the Board collectively possesses the requisite competencies necessary to provide effective leadership and oversight.

During FY2026, the Board enhanced its evaluation framework through the implementation of a Directors' Expertise Matrix, providing a structured assessment of the Board's collective capabilities and future competency requirements. The assessment indicated that the Board possesses strong competencies across governance, finance, industry, leadership, risk management and sustainability disciplines that are relevant to the Group's business activities and strategic priorities. The assessment also identified opportunities to further strengthen Board capabilities in selected areas, including human capital management, sustainability, ESG, technology oversight and leadership successions.

The findings of the Directors' Expertise Matrix provide valuable input into Board renewal, succession planning, Director development and future Board appointments, helping to ensure that the Board's collective capabilities continue to evolve in line with the Group's strategic priorities.

Board Culture and Dynamics

The Board recognises that effective governance depends not only on structures and processes but also on the quality of interactions and conduct within the boardroom.

The Board promotes a culture of integrity, accountability, professionalism and mutual respect, where Directors are encouraged to exercise independent judgement, contribute actively and challenge constructively. Open dialogue and robust discussion are encouraged to support balanced and well-informed decision-making.

The Board's culture is reinforced through periodic evaluations, continuing professional development programmes and active participation by Directors in Board and Committee activities.

Corporate Governance Overview Statement

Board Evaluation and Continuous Improvement

The Board is committed to continuously enhancing its effectiveness and governance practices through a structured evaluation process.

Following the externally facilitated Board Effectiveness Evaluation ("BEE") conducted by KPMG Management & Risk Consulting Sdn. Bhd. in FY2025, the Board undertook an internal evaluation during FY2026. The evaluation considered Board composition, Board dynamics, governance practices, committee effectiveness, strategic oversight, succession planning and emerging competency requirements.

The evaluation confirmed that the Board and its Board Committees continued to operate effectively and demonstrated a high standard of governance, leadership and oversight. The Board was recognised for its diversity of expertise, effective leadership and the strong performance of its Board Committees. The evaluation affirmed that the Board remains well-positioned to provide effective oversight and support the execution of the Group's strategic priorities.

The evaluation also highlighted several opportunities for continued enhancement, particularly in areas relating to leadership succession, Board capability development and diversity. These findings were reviewed by the RNC and subsequently deliberated by the Board in determining development priorities and future governance initiatives.

Succession Planning

The Board recognises the importance of succession planning in maintaining leadership continuity and supporting the Group's future needs.

Guided by the Company's Succession Planning Policy, the Board, through the RNC, oversees succession planning for both the Board and Key Senior Management. In carrying out this responsibility, the Board evaluates its composition against the Group's strategic priorities, leadership requirements and evolving governance expectations.

The Directors' Expertise Matrix implemented during FY2026 further strengthened the Board's succession planning process by facilitating the identification of capability gaps, future competency requirements and Board renewal priorities.

Directors' Training and Development

The Board recognises that continuous professional development is essential in an increasingly dynamic operating environment to enable Directors to discharge their responsibilities effectively and remain abreast of evolving business, regulatory and governance developments.

In accordance with the Company's Directors' Training Policy, each Director is expected to undertake a minimum of four (4) hours of relevant professional development training annually to enhance their knowledge and competencies in areas relevant to the Group's business and oversight responsibilities.

During FY2026, the Company organised two (2) in-house training programmes for Directors and Senior Management focusing on:

- artificial intelligence, digital transformation and emerging technology governance; and
- leadership development, succession planning and talent management.

All Directors attended the in-house programmes conducted during FY2026.

In addition, Directors attended external seminars, conferences and professional development programmes relevant to their responsibilities.

All Directors have completed the Mandatory Accreditation Programmes prescribed by Bursa Securities.

Corporate Governance Overview Statement

Directors' Remuneration Framework

The Board has adopted a remuneration framework designed to attract, retain and motivate Directors with the skills, experience and competencies required to fulfil their responsibilities effectively.

The framework is guided by the Company's Remuneration Policy and seeks to ensure that remuneration remains fair, competitive and aligned with Directors' responsibilities, expertise and time commitment, while safeguarding the interests of shareholders.

Directors do not participate in decisions relating to their own remuneration. Remuneration levels are reviewed periodically and benchmarked against comparable listed companies to ensure continued competitiveness and appropriateness.

Further details of the Company's remuneration framework and governance practices are set out in the Remuneration & Nomination Committee Report in this Annual Report.

Board Time Commitment

The Board is satisfied that each Director has devoted sufficient time and commitment to effectively discharge his or her responsibilities during the financial year. In assessing Directors' time commitment, the Board takes into consideration their external appointments and compliance with the directorship limits prescribed under the Listing Requirements.

The Company Secretaries prepare an annual meeting calendar at the end of each calendar year, setting out the dates of Board meetings, Board Committee meetings and the Annual General Meeting ("AGM") for the following year. This enables Directors to plan their schedules accordingly.

During FY2026:

- the Board met four (4) times;
- the AC met five (5) times;
- the RMSC met two (2) times; and
- the RNC met once.

The attendance records of Directors at Board and Board Committee meetings during FY2026 are set out below:

Name of Directors	Board Meeting	AC Meeting	RNC Meeting	RMSC Meeting
Datuk Anuar Bin Ahmad	4/4	-	-	-
Dato' Siew Ka Wei	4/4	-	-	-
Datuk Lee Cheun Wei	4/4	-	-	2/2
Datuk Dr. Abd Hapiz Bin Abdullah	1/1*	-	1/1*	1/1*
Maliki Kamal Bin Mohd Yasin	4/4	5/5	1/1**	1/1***
Tan Sri Dato' Sri Mohamad Fuzi Bin Harun	4/4	5/5	-	-
Christina Foo	4/4	5/5	-	2/2
Stephan Schnabel	2/4	-	-	-
Kew Hui Chin	4/4	-	1/1	-
Dato' Seri Dr. Awang Adek Bin Hussin	4/4	-	-	-
Datuk Seri Kamaludin Bin Md Said	1/1****	-	-	-

* Attended prior to his resignation as Director/Chairman of RNC and RMSC on 1 October 2025

** Attended prior to his resignation as member of RNC on 31 December 2025

*** Attended after his appointment as Chairman of RMSC on 31 December 2025

**** Attended after his appointment as Director on 2 March 2026

All Directors, except Stephan Schnabel and Datuk Seri Kamaludin Bin Md Said, attended the Company's AGM held on 29 October 2025.

Corporate Governance Overview Statement

PRINCIPLE B:

EFFECTIVE AUDIT AND RISK MANAGEMENT

AC and RMSC

The AC assists the Board in overseeing the integrity of the Group's financial reporting, internal and external audit functions, risk management and internal control systems, as well as related party transactions.

During FY2026, the AC discharged its responsibilities in accordance with its Terms of Reference and was supported by the Internal Audit function in providing independent assurance on the adequacy and effectiveness of the Group's governance, risk management and internal control processes.

The Board acknowledges that effective risk management and internal controls are important in supporting the Group's objectives and the orderly conduct of its businesses. The RMSC, which carried out its responsibilities in accordance with its Terms of Reference, assists the Board in establishing and overseeing a sound and robust risk management framework designed to enhance the Group's ability to achieve its strategic objectives, particularly in pursuing its growth agenda.

As a diversified group operating across agricultural chemicals, industrial chemicals, polymers, logistics, media and emerging technology sectors, the Group is exposed to a broad range of operational, financial and strategic risks. The Board recognises that risk is inherent in business and seeks to ensure that material risks are identified, assessed, monitored and managed within acceptable levels.

Further details of the AC's activities are set out in the Audit Committee Report in this Annual Report, while further details of the RMSC's activities are set out in the Risk Management and Sustainability Committee Report in this Annual Report.

Details of the Group's risk management framework, principal risks and internal control processes are set out in the Statement on Risk Management and Internal Control in this Annual Report.

Sustainability Governance

The Board oversees the integration of sustainability considerations into the Group's business activities, strategy and risk management processes.

The RMSC assists the Board in overseeing sustainability-related matters, including ESG priorities, climate-related risks and opportunities, sustainability performance and sustainability disclosures.

Further details of the Group's sustainability governance framework and climate-related initiatives are provided in the Sustainability Statement of this Annual Report.

Cybersecurity and Technology Governance

The Board recognises the growing importance of cybersecurity and technology governance in an increasingly digital operating environment.

Cybersecurity risk management forms part of the Group's overall risk management framework and is subject to oversight by the Board and the RMSC. During FY2026, the Board received periodic updates on cybersecurity developments, emerging threats, information security controls, technology resilience initiatives and business continuity preparedness.

The Board will continue to strengthen its oversight of technology-related risks and developments as part of its broader governance responsibilities.

Corporate Governance Overview Statement

Anti-Bribery, Anti-Corruption and Whistleblowing

The Board adopts a zero-tolerance approach towards bribery and corruption and is committed to conducting business ethically and responsibly.

The Group's Anti-Bribery and Anti-Corruption framework comprises, among others, the Anti-Corruption and Anti-Bribery Policy and the Anti-Money Laundering and Counter Terrorism Financing Policy. The framework incorporates controls and procedures relating to, amongst others, gifts and hospitality, conflicts of interest, third-party due diligence, procurement integrity, training and reporting mechanisms.

The Group also maintains a Whistleblowing Policy, which provides Directors, Management, employees and external parties with a confidential whistleblowing channel to report concerns relating to misconduct, fraud, corruption, breaches of laws and regulations, financial irregularities or other improper conducts involving the Directors, Management and employees of the Group.

The Board is committed to ensuring that all reported concerns are appropriately investigated and that whistleblowers are protected from retaliation. Oversight of whistleblowing matters is undertaken by the AC.

PRINCIPLE C:

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

The Board is committed to maintaining high standards of integrity, transparency and accountability in the Group's dealings with shareholders, stakeholders, regulators and the broader community.

The Group's governance framework is supported by policies, procedures and practices that promote ethical conduct, responsible decision-making and transparent communications.

Integrity and Ethical Conduct

The Group's Code of Conduct and Ethics sets out the standards of behaviour expected of Directors, Management and employees, including guidance on conflicts of interest, confidentiality, compliance with laws and regulations, anti-corruption practices and responsible workplace conduct.

The Board encourages employees to raise concerns through the whistleblowing channel and reinforces the importance of ethical conduct in all business activities.

Corporate Reporting and Stakeholder Engagement

The Board is committed to providing timely, accurate and balanced disclosures in accordance with the Company's Corporate Disclosure Policy and Investor Relations Policy.

The Company communicates with shareholders and stakeholders through announcements to Bursa Securities, Annual Reports, Corporate Governance Reports, sustainability disclosures, quarterly financial results, shareholder meetings, investor engagements and the Company's website.

The Board reviews significant disclosures to ensure that information communicated to stakeholders is fair, balanced and understandable.

Corporate Governance Overview Statement

General Meetings

General meetings serve as the principal forum for engagement between the Board and shareholders.

Shareholders are encouraged to participate actively by attending meetings, raising questions and providing feedback on matters relating to the Group's performance, strategy, governance and future direction.

Directors, Senior Management and the External Auditors attend the AGM to respond to shareholders' questions and provide clarification where appropriate.

The Board regards the AGM not merely as a statutory requirement but as an important platform for shareholder communication and engagement.

GOVERNANCE ENHANCEMENTS DURING FY2026

During FY2026, the Board continued to strengthen the Group's governance framework through a number of initiatives as follows:

Board Effectiveness and Leadership Development

- Reviewed Board capability requirements arising from the BEE.
- Implementation of the Directors' Expertise Matrix to support Board renewal and capability planning.
- Enhancement of Board and Key Senior Management succession planning initiatives.
- Continued focus on Director development in identified priority competency areas.

Risk and Sustainability

- Enhanced sustainability governance oversight.
- Strengthened risk reporting processes.
- Continued monitoring of climate-related developments and emerging risks.

Technology and Cybersecurity

- Increased Board focus on technology governance and cybersecurity oversight.
- Director development programmes covering digital transformation and artificial intelligence.
- Continued monitoring of emerging technology-related risks and opportunities.

Integrity and Transparency

- Reinforcement of ethical conduct and integrity standards.
- Review of governance policies and frameworks.
- Enhancement of stakeholder communication and engagement practices.

OUR GOVERNANCE COMMITMENT

The Board remains committed to maintaining high standards of governance, integrity and accountability in the discharge of its responsibilities.

Through continuous enhancement of its governance practices, risk oversight, Board effectiveness and stakeholder engagement initiatives, the Board seeks to ensure that the Group remains resilient, well-governed and positioned to achieve its long-term strategic objectives.

Audit Committee Report

Safeguarding Integrity. Strengthening Assurance. Enhancing Stakeholder Confidence.

INTRODUCTION

The Board of Directors ("Board") of Ancom Nylex Berhad ("Company") is pleased to present the Audit Committee ("AC" or "Committee") Report for the financial year ended 31 May 2026 ("FY2026").

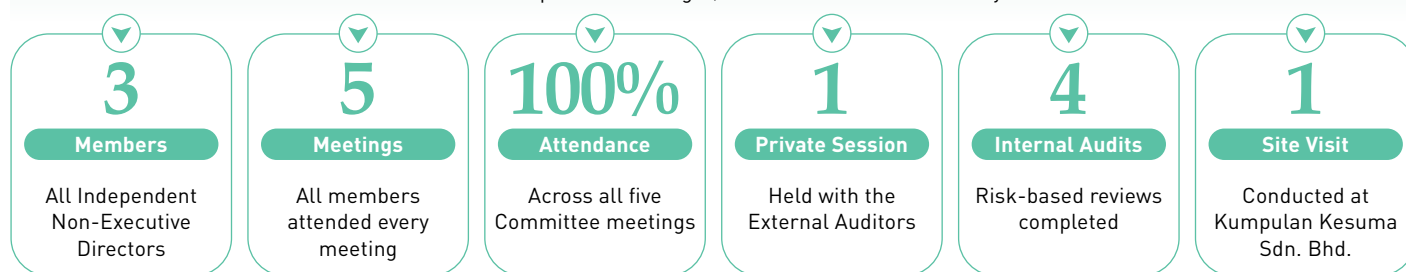
The AC assists the Board in fulfilling its fiduciary and governance responsibilities by providing independent oversight of the integrity of the Group's financial reporting, the effectiveness of risk management and internal control, the performance, independence and objectivity of the Internal and External Auditors, compliance with applicable laws and regulatory requirements, and the governance of related party transactions ("RPTs").

The AC discharged its responsibilities in accordance with its Terms of Reference ("TOR"), which sets out the AC's authorities, compositions, responsibilities and functions. The TOR is established in accordance with the Main Market Listing Requirements and other applicable regulatory requirements.

The TOR are available on the Company's website at www.ancomnylex.com.

AUDIT COMMITTEE AT A GLANCE

FY2026 independent oversight, assurance and accountability



COMPOSITION PRINCIPLES:

Independent oversight

financial literacy

diverse experience

objective challenge

COMMITTEE COMPOSITION

The AC is appointed by the Board from amongst its members and comprises exclusively Independent Non-Executive Directors. This composition exceeds the minimum requirements prescribed under the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") and strengthens the Committee's independence, objectivity and ability to provide effective challenge.

The Committee is chaired by Christina Foo, an Independent Non-Executive Director, who is a Chartered Accountant and a member of the Malaysian Institute of Accountants. The Committee collectively possesses the appropriate mix of skills, knowledge, experience and independent judgement required to effectively discharge its responsibilities.

The Chairman of the Board is not a member of the Committee. The positions of Chairman of the Board and Chairman of the Committee are held by different individuals to promote objectivity and independent deliberation.

In line with the Listing Requirements, all members of the Committee are financially literate, and at least one member fulfils the prescribed accounting qualification requirements as per Paragraph 15.09(1)(c) of the Listing Requirements. The Board has also adopted a policy requiring a former key audit partner of the Company's External Auditors to observe a cooling-off period of at least three (3) years before being eligible for appointment as a member of the Committee.

Audit Committee Report

During FY2026, none of the members of the Committee was a former key audit partner of the Company's External Auditors.

The composition of the Committee during the financial year under review was as follows:-

Name	Designation
Christina Foo	Chairman, Independent Non-Executive Director
Tan Sri Dato' Sri Mohamad Fuzi Bin Harun	Member, Independent Non-Executive Director
Maliki Kamal Bin Mohd Yasin	Member, Independent Non-Executive Director

AUTHORITY

In carrying out its duties and responsibilities, the Committee is authorised by the Board to:

- investigate any matter within its TOR;
- have unrestricted access to information, records, personnel and properties of the Group;
- obtain independent professional or other advice where necessary at the Company's expense; and
- meet with the External Auditors, Internal Auditors, with or without the presence of the Management, whenever deemed necessary.

ROLES AND RESPONSIBILITIES



The principal responsibilities of the Committee include:

- reviewing the Quarterly Unaudited Financial Results and Annual Audited Financial Statements (collectively "Financial Statements") of the Company and its subsidiaries ("Group") prior to submission to the Board for approval;
- overseeing the effectiveness, independence and performance of the External Auditors, including making recommendations to the Board on their appointment and re-appointment;
- reviewing the adequacy, effectiveness, independence and resources of the Internal Audit function;
- reviewing internal audit findings and Management's corrective actions;
- reviewing RPTs and conflict-of-interest ("COI") situations;
- overseeing the implementation of the Group's Anti-Bribery and Anti-Corruption ("ABAC") and Whistleblowing framework; and
- assisting the Board in monitoring the adequacy and effectiveness of the Group's internal control environment and governance processes.

Audit Committee Report

MEETINGS AND ATTENDANCE

During FY2026, the Committee held five (5) meetings. All members attended all five (5) meetings, representing an overall attendance rate of 100%.

All meetings were conducted physically, with certain members participating virtually via video conferencing facilities where necessary. Agendas and relevant meeting materials were circulated to members in advance to facilitate informed discussion and effective decision-making.

The meetings provided an open forum for discussion, enabling members to deliberate on matters relating to financial reporting, internal controls, risk management, audit findings and governance matters.

The Executive Vice Chairman, Managing Director/Group Chief Executive Officer, Chief Financial Officer ("CFO") and other senior members of Management attend the meetings by invitation where matters relevant to their respective responsibilities were discussed.

The Company Secretary attended all meetings and acted as Secretary to the Committee and recorded the minutes of the proceedings.

The Internal Auditors and External Auditors were invited to attend meetings relevant to their respective areas of responsibility and had direct access to the Committee throughout the financial year. The Internal Auditors attended four (4) of the five (5) meetings, while the External Auditors attended three (3) meetings.

SUMMARY OF ACTIVITIES

The principal activities undertaken by the Committee during FY2026 are summarised below:

Financial Reporting Oversight

The AC assisted the Board in discharging its responsibility to ensure the integrity, accuracy and transparency of the Group's financial reporting.

During the financial year, the AC reviewed the Financial Statements prior to recommending them to the Board for approval and release to Bursa Securities.

In undertaking its review, the AC considered, amongst others:

- the appropriateness and consistent application of accounting policies;
- compliance with the Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards ("IFRSs"), the Companies Act 2016 and the Listing Requirements;
- significant accounting estimates, judgements and assumptions adopted by Management;
- the clarity, completeness and transparency of financial disclosures;
- significant audit adjustments and unresolved audit issues, where applicable;
- key audit matters identified by the External Auditors;
- the financial performance, cash flow and financial position of the Group; and
- the appropriateness of the going concern basis adopted in preparing the financial statements.

Audit Committee Report

The AC discussed significant financial reporting matters with both Management and the External Auditors to obtain a balanced and independent assessment before making its recommendations to the Board.

Particular attention was given to matters involving accounting estimates, areas requiring management judgement and compliance with evolving financial reporting requirements to ensure that the Financial Statements continued to present a true and fair view of the Group's financial position and performance.

The CFO provided assurance to the AC that the Financial Statements had been prepared in accordance with the applicable accounting standards and regulatory requirements, with accounting policies consistently applied and supported by appropriate financial records and internal controls.

Based on the review and the assurances received from Management and the External Auditors, where applicable, the AC was satisfied that the Financial Statements were appropriate for recommendation to the Board for approval.

Review of Significant Financial Reporting Matters

Throughout the financial year, the AC maintained regular dialogue with Management and the External Auditors on significant accounting and financial reporting matters affecting the Group.

Where appropriate, the AC challenged Management's assumptions, sought further clarification on key judgements and considered alternative accounting treatments to ensure that the financial reporting process remained objective, transparent and consistent with applicable accounting standards.

The AC also reviewed the impact of newly issued and revised accounting standards, amendments to existing standards and emerging financial reporting developments to assess their implications on the Group's financial reporting framework.

Where necessary, Management was requested to provide additional analysis and supporting information before the AC concluded its deliberations.

This process enabled the AC to provide independent oversight over the quality and integrity of the Group's financial reporting while reinforcing accountability within Management.

Regulatory Compliance

The AC monitored the Group's compliance with applicable financial reporting requirements, statutory obligations and regulatory expectations relevant to the preparation of the Company's Financial Statements.

The AC received regular updates from Management and the External Auditors regarding developments in financial reporting standards, regulatory announcements and other changes that may affect the Group.

Where appropriate, the AC discussed the readiness of Management to implement new reporting requirements and assessed whether adequate resources, expertise and internal processes were in place to facilitate compliance.

Audit Committee Report

Outcomes of the Committee's Financial Reporting Oversight

Following its reviews during FY2026, the AC was satisfied that:

- the Financial Statements were prepared in accordance with applicable accounting standards and regulatory requirements;
- significant accounting policies and estimates adopted by Management were appropriate and consistently applied;
- the financial reporting process remained effective and supported by appropriate internal controls;
- issues identified by the External Auditors had been satisfactorily addressed by Management; and
- the Financial Statements fairly presented the financial position, financial performance and cash flows of the Group.

Accordingly, the AC recommended the Financial Statements to the Board for approval prior to their release to Bursa Securities.

External Audit Oversight

The AC plays a central role in safeguarding the independence, effectiveness and quality of the external audit process, thereby supporting the Board in maintaining the integrity and credibility of the Group's financial reporting.

Throughout FY2026, the AC maintained an open and constructive working relationship with the External Auditors while preserving their independence and objectivity. The AC met with the External Auditors during the financial year to discuss the audit strategy, significant audit findings, key financial reporting matters, internal control observations and emerging accounting and regulatory developments affecting the Group.

The AC also encouraged frank and transparent communication with the External Auditors, enabling significant matters to be discussed promptly and independent of Management where appropriate.

Oversight of the External Audit Process

Prior to the commencement of the annual statutory audit, the AC reviewed and discussed the External Auditors' Audit Plan, including:

- the proposed audit scope and approach;
- areas of significant audit risk;
- materiality thresholds;
- audit methodology;
- key accounting and financial reporting issues;
- audit timetable and resource allocation; and
- areas requiring particular audit focus based on the Group's business activities and operating environment.

The AC was satisfied that the Audit Plan was appropriately designed to provide reasonable assurance over the Group's Annual Audited Financial Statements and adequately addressed areas of heightened audit risk.

Throughout the audit process, the AC monitored the progress of the audit and received periodic updates from the External Auditors on significant matters arising from their audit work.

Upon completion of the audit, the AC reviewed the External Auditors' findings before recommending the Annual Audited Financial Statements to the Board for approval.

Audit Committee Report

Review of Audit Findings

The AC reviewed the findings reported by the External Auditors, including significant accounting matters, audit observations and recommendations arising from the statutory audit.

Particular attention was given to:

- significant accounting estimates and judgements;
- areas involving higher audit risk;
- adjustments proposed during the audit, where applicable;
- adequacy of financial statement disclosures;
- compliance with applicable accounting standards;
- internal control observations;
- matters communicated under the International Standards on Auditing; and
- Management's responses and proposed corrective actions.

Where appropriate, the AC sought further clarification from both Management and the External Auditors before reaching its conclusions.

The AC was satisfied that significant issues identified during the audit had been appropriately addressed by Management and that there were no unresolved matters that would materially affect the integrity of the Group's financial reporting.

Private Sessions with the External Auditors

Consistent with good corporate governance practices, the AC recognises the importance of providing the External Auditors with opportunities to communicate independently with the AC.

During FY2026, the AC held one (1) private session with the External Auditors without the presence of Executive Directors or Management. The session provided an avenue for the External Auditors to raise matters relating to audit quality, financial reporting, internal controls and Management cooperation directly with the AC.

The AC was satisfied that the External Auditors had unrestricted access to information, records and personnel necessary to perform their statutory audit responsibilities and that full cooperation was extended by Management throughout the audit process.

External Auditors' Independence and Objectivity

The AC remains committed to preserving the independence and objectivity of the External Auditors.

In assessing the External Auditors' independence, the AC considered, among others:

- compliance with the ethical requirements prescribed by the Malaysian Institute of Accountants;
- confirmation of independence provided by the External Auditors;
- the nature and extent of non-audit services performed during the financial year;
- the level of audit and non-audit fees;
- relationships that could potentially impair independence;
- audit partner rotation requirements; and
- the effectiveness of safeguards implemented by the audit firm.

The External Auditors confirmed in writing that they had remained independent throughout the audit engagement and had complied with all relevant professional and ethical requirements.

Based on its assessment, the AC was satisfied that the External Auditors remained independent, objective and free from any relationships or circumstances that could impair their professional judgement.

Audit Committee Report

Assessment of Audit Quality and Performance

The AC undertook an annual assessment of the performance of the External Auditors in accordance with the Company's External Auditors Assessment Policy.

The assessment considered a broad range of qualitative factors, including:

- technical competence and industry knowledge;
- quality and effectiveness of audit planning;
- professional scepticism exercised during the audit;
- quality of audit communications;
- responsiveness to matters raised by the AC;
- adequacy of resources assigned to the engagement;
- experience and continuity of the engagement team;
- ability to identify significant financial reporting issues;
- quality and practicality of recommendations; and
- overall value contributed to the Company's governance processes.

The AC also considered feedback from Management regarding the professionalism, responsiveness and effectiveness of the audit engagement, while ensuring that such feedback did not compromise the AC's independent assessment.

Based on its evaluation, the AC concluded that the External Auditors had discharged their responsibilities professionally and effectively and had demonstrated the necessary expertise, independence and objectivity expected of the Company's statutory auditors.

Non-audit Services

The AC monitors the engagement of the External Auditors for non-audit services to ensure that such services do not compromise, or appear to compromise, their independence.

Before approving any non-audit engagement, the AC considers:

- the nature of the proposed services;
- whether the services are permissible under applicable professional standards;
- whether adequate safeguards exist to preserve auditor independence;
- the proportion of non-audit fees relative to audit fees; and
- the potential impact on the External Auditors' objectivity.

The AC was satisfied that the non-audit services provided by the External Auditors during the financial year, did not impair the independence or objectivity of the External Auditors.

Re-appointment of the External Auditors

Having completed its annual assessment, the AC concluded that Messrs BDO PLT continued to demonstrate the necessary independence, objectivity, professional competence, resources and audit quality required to discharge their statutory responsibilities effectively.

Accordingly, the AC recommended to the Board that Messrs BDO PLT be re-appointed as the Company's External Auditors for the ensuing financial year, subject to shareholders' approval at the forthcoming Annual General Meeting.

The Board concurred with the AC's recommendation and will seek shareholders' approval for the proposed re-appointment at the forthcoming Annual General Meeting.

Audit Committee Report

INTERNAL AUDIT FUNCTION AND INTERNAL CONTROL OVERSIGHT

Internal Audit Function

The AC recognises that an effective Internal Audit function is fundamental to maintaining a sound system of governance, risk management and internal control.

The Internal Audit function provides the Board and the AC with independent and objective assurance on the adequacy, effectiveness and integrity of the Group's governance processes, risk management framework and internal control systems. In addition to evaluating compliance with established policies and procedures, Internal Audit also assists Management in identifying opportunities to strengthen operational efficiency, improve control processes and reinforce accountability across the Group.

To preserve its independence and objectivity, the Group's Internal Audit function is outsourced to Crowe Governance Sdn. Bhd., an independent professional firm with appropriate expertise and experience in internal auditing, governance and risk management.

The Internal Auditors report functionally to the AC and have unrestricted access to the AC, the Board, Management, records, personnel and information necessary to discharge their responsibilities effectively.

Internal Audit Methodology

The Internal Audit function adopts a structured, risk-based audit methodology to ensure that audit resources are directed towards areas presenting the greatest potential risk to the Group.

The annual Internal Audit Plan is developed following consideration of the Group's principal business risks, operational developments, previous audit findings, changes in regulatory requirements and input from the Board, the AC and Management.

This risk-based approach enables audit coverage to remain responsive to changes in the Group's business environment while providing appropriate assurance over key operational, financial and compliance risks.

The audit scope encompasses reviews of governance processes, financial controls, operational activities, compliance obligations and information systems, with emphasis placed on areas where effective controls are critical to safeguarding the Group's assets and supporting sustainable business performance.

Oversight of Internal Audit

Throughout FY2026, the AC exercised oversight over the planning, execution and reporting of the Internal Audit function.

Among the principal matters reviewed by the AC were:

- the annual risk-based Internal Audit Plan;
- the adequacy of audit coverage across the Group's principal business activities;
- significant audit observations and recommendations;
- the effectiveness of Management's corrective actions;
- follow-up reviews on previously reported findings;
- emerging control issues and operational risks;
- adequacy of resources supporting the Internal Audit function; and
- the performance, independence and effectiveness of the Internal Auditors.

The AC reviewed each Internal Audit Report presented during the financial year and discussed significant observations directly with both the Internal Auditors and Management to ensure that identified issues were appropriately understood, prioritised and addressed.

Audit Committee Report

Where control deficiencies or opportunities for improvement were identified, Management was required to provide corrective action plans together with implementation timelines. Progress on the agreed actions was monitored by the Internal Auditors and reported to the AC until satisfactory completion.

This structured follow-up process provides the AC with assurance that audit findings are effectively resolved and that corrective actions are implemented in a timely manner.

Internal Audit Activities During FY2026

In accordance with the approved Internal Audit Plan, the Internal Auditors completed four (4) internal audit reviews during the financial year covering selected business units and operational functions across the Group.

The reviews focused primarily on assessing:

- the adequacy and effectiveness of internal controls;
- compliance with approved policies, procedures and delegated authorities;
- reliability and integrity of operational and financial information;
- operational efficiency and process effectiveness;
- safeguarding of assets;
- compliance with applicable laws and regulatory requirements; and
- implementation of previous audit recommendations.

The Internal Auditors also evaluated whether established controls were operating as intended and whether identified risks were appropriately managed by the respective operating units. The results of each review, together with Management's responses and proposed corrective actions, were presented to the AC for deliberation and monitoring.

Follow-up of Audit Findings

The AC places significant emphasis on ensuring that audit findings are addressed promptly and effectively.

Management is accountable for implementing corrective actions arising from Internal Audit reviews within agreed timelines, while the Internal Auditors independently validate the effectiveness of those actions through subsequent follow-up reviews.

The status of outstanding audit findings is reported regularly to the AC until all significant matters have been satisfactorily resolved.

Where implementation of corrective actions requires additional time, the AC monitors progress closely and seeks explanations from Management to ensure that identified risks remain appropriately managed during the implementation period.

This disciplined monitoring process promotes accountability, continuous improvement and a stronger internal control environment throughout the Group.

Internal Control Oversight

While Management is responsible for establishing and maintaining an effective system of internal control, the AC provides oversight on behalf of the Board by evaluating whether the Group's control framework remains adequate and effective in managing material business risks.

In performing this oversight role, the AC considered reports from Management, the Internal Auditors and the External Auditors, together with updates on risk management activities and regulatory compliance matters.

The AC also reviewed significant control issues identified during the financial year, assessed their potential impact on the Group and monitored Management's progress in implementing appropriate remedial measures.

Audit Committee Report

The AC recognises that an effective system of internal control provides reasonable, rather than absolute, assurance against the occurrence of material misstatements, losses or fraud. Accordingly, the AC continues to support ongoing enhancements to the Group's governance, risk management and internal control framework in response to changes in the operating environment and emerging business risks.

The Internal Auditors did not report any material weaknesses that, individually or collectively, would have resulted in a material impact on the Group's financial performance or financial position, nor were any significant deficiencies identified that required separate disclosure in this Report.

Assessment of the Internal Audit Function

As part of its annual governance responsibilities, the AC assessed the performance and effectiveness of the outsourced Internal Audit function.

The assessment included consideration of:

- independence and objectivity;
- technical competence and professional experience;
- adequacy of audit methodology;
- quality and clarity of audit reports;
- responsiveness to issues raised by the AC;
- effectiveness of communication with Management;
- adequacy of audit resources; and
- overall value contributed to strengthening the Group's governance and control environment.

The Internal Auditors also provided written confirmation that they had maintained their independence throughout the financial year and had performed their work in accordance with applicable professional standards and ethical requirements.

Having completed its assessment, the AC was satisfied that Internal Audit function remained independent throughout FY2026 and the Internal Auditors possessed the necessary competencies, experience and resources to perform its responsibilities effectively and had discharged their responsibilities professionally and effectively, and that the Internal Audit function continued to provide reliable and objective assurance to the Board.

GOVERNANCE, RISK AND COMPLIANCE OVERSIGHT

Risk Management Oversight

The AC recognises that effective risk management is fundamental to the Group's ability to achieve its strategic objectives, safeguard stakeholders' interests and create sustainable long-term value.

Although the Board retains ultimate responsibility for the Group's risk management framework and system of internal control, the AC assists the Board by reviewing the effectiveness of the processes established by Management to identify, assess, monitor and manage principal business risks.

During FY2026, the AC received periodic updates on the Group's risk profile, emerging business risks and the effectiveness of risk mitigation measures implemented by Management. The AC also considered the findings of the Internal Auditors and External Auditors in assessing whether identified risks were being appropriately managed and whether the related internal controls continued to operate effectively.

The AC's oversight extended to ensuring that significant risks identified through the internal audit process, financial reporting reviews and operational activities were appropriately escalated, evaluated and addressed by Management.

Audit Committee Report

The AC is satisfied that risk management considerations continued to be embedded within the Group's decision-making processes and that appropriate reporting mechanisms were in place to facilitate effective oversight by the Board.

Further information on the Group's risk management framework and principal risks is set out in the Statement on Risk Management and Internal Control in this Annual Report.

Governance of RPTs

The AC continued to oversee the governance framework governing RPTs and Recurrent Related Party Transactions ("RRPTs") to ensure that such transactions were conducted in accordance with the Listing Requirements and established internal procedures.

During the financial year, the AC reviewed reports submitted by Management on RPTs and RRPTs undertaken by the Group. The reviews included consideration of the nature, commercial rationale and terms of the transactions to ensure that they were:

- undertaken in the ordinary course of business;
- conducted on arm's length and normal commercial terms;
- not more favourable to related parties than those generally available to the public where applicable; and
- not detrimental to the interests of the Company or its minority shareholders.

The AC also reviewed the adequacy of the Group's procedures for identifying, monitoring, recording and reporting RPTs and RRPTs, and was satisfied that the established framework remained effective in ensuring compliance with applicable regulatory requirements.

Based on its review, the AC was satisfied that the RPTs and RRPTs undertaken during FY2026 were appropriately monitored and managed in accordance with the Group's approved procedures.

COI Oversight

The AC recognises that effective management of actual, potential and perceived conflicts of interest is essential in maintaining stakeholder confidence and supporting sound corporate governance.

During the financial year, the Board received declarations from Directors and Key Senior Management regarding actual or potential conflicts of interest, including interests in competing businesses and external directorships.

Following its review, the AC was satisfied that no material COI situation arose during FY2026 that had adversely affected the integrity of the Board's or Management's decision-making processes, except the following:

No.	Director	Nature and Extent of Conflict of Interest	Mitigating Measures
1.	Datuk Anuar Ahmad ("Datuk Anuar")	Datuk Anuar is a Non-Executive Director of Kumpulan Fima Berhad and Non-Executive Chairman of Fima Bulking Services Berhad ("Fima Bulking"), which is engaged in bulk liquid chemical transportation and storage services in direct competition with Ancom Nylex Terminals Sdn. Bhd. ("ANT"), a subsidiary of Ancom Logistics Berhad, which in turn is a subsidiary of ANB.	Datuk Anuar has declared that he is not involved in the day-to-day operations of Fima Bulking and ANT has no authority to direct their business operations or commercial activities. He does not participate in any negotiation, evaluation, approval or implementation of any transaction, contract, tender or commercial arrangement of Fima Bulking and ANT that may give rise to a competing interest with the Group. He does not possess any confidential information relating to ANT's business that could be used to Fima Bulking's or his own benefit.

Audit Committee Report

No.	Director	Nature and Extent of Conflict of Interest	Mitigating Measures
2.	Stephan Schnabel ("Stephan")	Helm Asia Pte Ltd ("HAS"), a wholly-owned subsidiary of HELM AG (of which Stephan is the sole shareholder and Chairman of the Executive Board), has a Methanol Sale and Purchase Agreement ("SPA") with Perusahaan Kimia Gemilang Sdn. Bhd. ("PKG"), a wholly-owned subsidiary of ANB, for the period 1 January 2026 to 31 December 2026.	Stephan has declared that he is not involved in any commercial decisions relating to the HAS-PKG contract. Transactions between PKG and HAS are conducted on an arm's length basis and priced with reference to an independent market benchmark, ensuring the transaction price remains objective, transparent and reflective of prevailing market conditions. He does not possess any confidential information relating to PKG's business that could be used to HAS's or his own benefit, and he has declared his interest in the SPA to the Board of ANB.
3.	Kew Hui Chin ("Hui Chin")	HAS, of which Hui Chin is Managing Director, has the SPA with PKG referred to in item 2 above.	Hui Chin has declared that she has no operational role in the business conducted between HAS and PKG, which is carried out by Valenz, an associate of HAS. She has no involvement in any strategic, commercial or pricing decisions that may give rise to competing interests. She does not possess any confidential information relating to PKG's business that could be used to HAS's or her own benefit. She has declared her interest in the SPA to the Board of ANB.

The AC has reviewed the above conflict of interest and potential conflict of interest situations, together with the mitigating measures put in place, and is satisfied that they adequately address the conflicts disclosed. The AC will continue to monitor these and any other COI or potential COI situations that may arise, on an ongoing basis, in accordance with the Group's Conflict of Interest Policy.

Transactions between HAS and PKG are subject to the Group's established procedures for RRPTs and the shareholders' mandate obtained by the Company.

Site Visits

During FY2026, the AC conducted one site visit to Kumpulan Kesuma Sdn. Bhd, a subsidiary whose principal activities are the manufacturing and marketing of sealants and adhesive products. The visit provided the AC members with direct exposure to the Group's operations, enabling them to assess operational processes and gain a better understanding of the business through on-site observation. It also allowed the AC to identify areas for operational improvement, where applicable.

ANTI-BRIBERY, ANTI-CORRUPTION AND WHISTLEBLOWING OVERSIGHT

The Committee recognises the importance of maintaining a sound governance and integrity framework within the Group, including mechanisms to address bribery, corruption and other improper conduct.

The AC is guided by its TOR, which include, among others, the responsibility to review the Company's ABAC policies and procedures, and to consider reports on any incidents of bribery and corruption, including the actions taken in response thereto.

Audit Committee Report

The Group has in place an ABAC Policy and a Whistleblowing Policy, which provide a framework for addressing instances of misconduct and unethical behaviour. The whistleblowing framework establishes channels for Directors, Management, employees and external parties to report genuine concerns relating to, amongst others:

- Fraud and financial irregularities;
- Bribery and corruption;
- Abuse of authority;
- Misconduct and unethical behaviour;
- Regulatory non-compliance;
- Health, safety and environmental concerns; and
- Other matters that may adversely affect the Group.

The AC reviews reports of whistleblowing cases and bribery or corruption incidents where such matters are escalated to the Committee in accordance with the established policies and procedures.

During the financial year, there were no reported incidents of bribery or corruption involving the Group, its Directors, Management or employees (FY2025: None). The Company also did not receive any whistleblowing reports concerning wrongdoing or improper conduct during the financial year (FY2025: None).

Accordingly, no investigations or remediation actions were required to be undertaken or reviewed by the AC during the financial year.

INTERNAL AUDIT COST

The total cost incurred for the outsourced Internal Audit function during FY2026 was RM156,000 (FY2025: RM100,000). The Board considers the investment in the Internal Audit function to be appropriate, having regard to the size, complexity and risk profile of the Group's operations and the value of the independent assurance provided to the Board and the AC.

ANNUAL REPORT

The Committee reviewed, deliberated on and recommended the Audit Committee Report, Statement on Risk Management and Internal Control and Directors' Responsibility Statement for the Annual Audited Financial Statements to the Board for approval and inclusion in the Company's Annual Report for FY2026.

REPORTING TO THE BOARD

The Chairman of the AC reported to the Board following each AC meeting on the significant matters deliberated, key findings, recommendations and decisions made by the AC.

Minutes of each AC meeting were circulated to all Directors to facilitate the Board's oversight and to ensure that matters requiring the Board's consideration or approval were addressed in a timely manner.

Where appropriate, the AC made recommendations to the Board on matters relating to financial reporting, external and internal audit, internal control, risk management, regulatory compliance and governance.

This reporting process enables the Board to discharge its oversight responsibilities effectively while ensuring that significant issues identified by the AC receive appropriate attention and follow-up.

CONCLUSION

The Board is satisfied that the AC has fulfilled its responsibilities during FY2026 in accordance with the AC's TOR.

The AC remains committed to continuously strengthening its oversight role and enhancing the effectiveness of the Group's governance and assurance framework in line with evolving regulatory requirements, emerging business risks and recognised corporate governance best practices.

Remuneration & Nomination Committee Report

Building Leadership Excellence. Strengthening Governance. Sustaining Long-Term Value

The Board of Directors ("Board") is pleased to present the Remuneration & Nomination Committee ("RNC" or "Committee") Report for the financial year ended 31 May 2026 ("FY2026").

The RNC supports the Board in matters relating to Board composition, succession planning, Board effectiveness, Director development and remuneration governance. Its role is to ensure that the Board and senior leadership possess the appropriate mix of skills, experience and diversity to support the Group's strategic objectives, while maintaining remuneration practices that attract, retain and motivate high-calibre leadership.

During FY2026, the Committee focused on reviewing the Board Effectiveness Evaluation ("BEE"), implementing the Directors' Expertise Matrix ("Matrix"), strengthening succession planning initiatives, overseeing Directors' development and reviewing remuneration matters. These initiatives enhanced Board effectiveness, leadership continuity and governance oversight, supporting the Group's long-term strategy and sustainable growth.

TERMS OF REFERENCE

The Committee operates in accordance with its Terms of Reference ("TOR"), which sets out its authority, composition, responsibilities and functions. The TOR is established in accordance with the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Malaysian Code on Corporate Governance ("MCCG") and other applicable regulatory requirements.

The TOR are available on the Company's website at www.ancomnylex.com.

COMPOSITION AND ATTENDANCE

The RNC comprises exclusively of Non-Executive Directors, the majority of whom are Independent Non-Executive Directors ("INEDs"), in compliance with the Listing Requirements.

The composition of the Committee during FY2026 was as follows:

Name	Designation
Datuk Dr. Abd Hapiz Bin Abdullah*	Chairman, INED
Dato' Seri Dr Awang Adek Bin Hussin**	Chairman, INED
Maliki Kamal Bin Mohd Yasin***	Member, INED
Tan Sri Dato' Sri Mohamad Fuzi Bin Harun****	Member, INED
Kew Hui Chin	Member, Non-Independent Non-Executive Director

* Resigned as Director and Chairman of the Committee on 1 October 2025.

** Appointed as Chairman of the Committee on 31 December 2025.

*** Resigned as Member of the Committee on 31 December 2025.

**** Appointed as Member of the Committee on 31 December 2025.

During FY2026, the Committee met once and all members (Datuk Dr. Abd Hapiz Bin Abdullah, Maliki Kamal Bin Mohd Yasin and Kew Hui Chin) recorded full attendance.

Remuneration & Nomination Committee Report

SUMMARY OF ACTIVITIES

During FY2026, the Committee undertook the following key activities in discharging its responsibilities:

- reviewed the findings and recommendations arising from the BEE conducted by KPMG Management & Risk Consulting Sdn. Bhd. in FY2025 and monitored the implementation of improvement initiatives arising therefrom;
- considered Board diversity and future Board composition requirements;
- implemented the Matrix to support Board renewal and capability planning; reviewed Board and senior management succession planning initiatives;
- assessed the independence of the INEDs;
- reviewed the fitness and propriety of Directors seeking re-election;
- oversaw Directors' training and professional development initiatives; and
- reviewed Directors' remuneration matters.

BOARD APPOINTMENT PROCESS

The Committee is responsible for identifying, evaluating and recommending suitable candidates for appointment to the Board. The appointment process is designed to ensure that candidates are assessed objectively against the Board's future competency needs, diversity objectives, Fit and Proper criteria and the Group's strategic requirements.

In evaluating prospective Directors, the Committee considers:

- skills, knowledge and expertise;
- industry and leadership experience;
- diversity considerations;
- independence requirements;
- Directors' Fit and Proper criteria;
- strategic capability requirements identified through the Matrix; and
- the ability to devote sufficient time and commitment to the role.

This process ensures that Board appointments are objective, merit-based and aligned with the Company's strategic priorities while strengthening the Board's collective capabilities and diversity of experience.

During FY2026, the Committee reviewed and recommended the appointment of Datuk Seri Kamaludin Bin Md Said as an Independent Non-Executive Director, who was subsequently appointed to the Board on 2 March 2026. In making its recommendation, the Committee considered his qualifications, experience, leadership attributes and independence, and was satisfied that his appointment would further strengthen the Board's composition, effectiveness and oversight capabilities, while supporting the Company's evolving governance and strategic priorities.

DIRECTORS' FIT AND PROPER ASSESSMENT

The Committee is responsible for assessing the fitness and propriety of individuals seeking appointment to the Board and Directors standing for re-election.

The assessment is conducted in accordance with the Company's Directors' Fit and Proper Policy and considers, amongst others, integrity, competence, experience, independence, commitment, reputation and the ability to discharge the duties and responsibilities of a Director effectively.

The Committee was satisfied that all Directors who held office during FY2026 continued to meet the requirements of the Policy and remained fit and proper to discharge their duties and responsibilities as Directors.

Remuneration & Nomination Committee Report

RE-ELECTION OF DIRECTORS

In accordance with the Company's Constitution, the Committee undertook an assessment of the Directors who will be retiring and seeking re-election at the forthcoming Annual General Meeting ("AGM").

The Directors standing for re-election pursuant to Clauses 125 and 130 of the Constitution are set out below (collectively, the "Retiring Directors"):

Pursuant to Clause 125 of the Constitution:

Name	Designation
Datuk Anuar Bin Ahmad	Independent Non-Executive Chairman
Datuk Lee Cheun Wei	Managing Director
Christina Foo	INED

Pursuant to Clause 130 of the Constitution:

Name	Designation
Datuk Seri Kamaludin Bin Md Said	INED

In assessing the suitability of the Retiring Directors for re-election, the Committee considered the outcome of the BEE, the requirements of the Directors' Fit and Proper Policy, attendance and participation at Board and Board Committee meetings, contribution to Board deliberations, independence and objectivity (where applicable), and each Director's overall performance, effectiveness and commitment.

The Committee has also considered the conflict of interest situation involving Datuk Anuar Bin Ahmad, as disclosed in the Audit Committee Report, and is satisfied that the mitigation measures put in place are adequate to address the conflict disclosed.

Based on the assessment conducted, the Committee was satisfied that the Retiring Directors continue to meet the criteria prescribed under the Company's Directors' Fit and Proper Policy and have demonstrated their effectiveness and commitment in discharging their duties and responsibilities. Accordingly, the Committee recommended their re-election to the Board for shareholders' approval at the forthcoming AGM.

BOARD EFFECTIVENESS AND CONTINUOUS IMPROVEMENT

The Committee is responsible for overseeing the annual assessment of the effectiveness of the Board, Board Committees and individual Directors.

In FY2025, the Company engaged an independent external consultant to facilitate a BEE, which was conducted using a structured methodology encompassing Board composition, Board processes, Board Committee effectiveness and individual Director performance. The assessment results indicated that the Board and its Committees are operating effectively, with an overall performance level exceeding the relevant market benchmark and reflecting strong governance practices across key assessment areas.

Remuneration & Nomination Committee Report

For the financial year under review, the RNC did not commission a further external evaluation, having considered that there were no material changes to the Board's composition, structure or governance processes that would warrant a reassessment of the prior year's conclusions. The RNC is satisfied that the outcomes of the BEE in FY2025 continue to remain relevant in assessing the current effectiveness of the Board.

Notwithstanding this, the RNC continued to enhance the Board evaluation process through the introduction of the 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.

DIRECTORS' EXPERTISE MATRIX

During the financial year, the Board implemented the Matrix as part of its ongoing Board evaluation and development framework. The Matrix is designed to assess the collective competencies of the Board across key areas including corporate governance, financial literacy, risk management, strategic planning, industry experience, sustainability, technology and stakeholder engagement.

The assessment indicates that the Board possesses strong and well-balanced capabilities across core governance, strategic and operational domains, supporting effective oversight of the Group's business. The results also provide useful insights into areas for further enhancement, particularly in emerging areas such as technology and digital transformation, human resources and succession planning and ESG.

The Board will leverage the findings of the Matrix to guide its training programmes, succession planning and future Board composition, ensuring that the Board remains fit-for-purpose and aligned with the Group's evolving strategic direction and regulatory expectations.

SUCCESSION PLANNING AND LEADERSHIP SUSTAINABILITY

Succession planning remained a key priority during FY2026. The Committee reviewed succession plans covering Board leadership positions, Board Committee Chairmanships, Key Senior Management roles and key business functions to support leadership continuity and organisational resilience.

In conducting its review, the Committee considered future strategic priorities, leadership pipeline strength, talent readiness, development requirements and critical role dependencies.

The Committee did not identify any immediate succession concerns requiring Board intervention and remains satisfied that the Company's succession planning framework supports orderly leadership transition and sustainable organisational performance.

Remuneration & Nomination Committee Report

DIRECTOR DEVELOPMENT

The Committee recognises the importance of continuous professional development in enabling Directors to remain abreast of evolving regulatory requirements, governance expectations and business developments, thereby enabling them to discharge their duties effectively.

During FY2026, Directors participated in a range of learning and development programmes, including two (2) in-house training sessions conducted for Directors and Senior Management covering topics such as artificial intelligence, digital transformation, leadership development, succession planning and talent management. These sessions provided valuable insights into emerging technologies, evolving governance considerations and leadership readiness, supporting the Group's business transformation and strategic objectives. In addition, Directors attended external seminars, conferences, forums and professional programmes relevant to their roles and responsibilities.

In accordance with the Company's Directors' Training Policy, each Director is expected to complete a minimum of four (4) hours of relevant professional development training annually.

The training programmes undertaken during the year also supported key development areas identified through the BEE and the Matrix, particularly in relation to human capital management, sustainability, ESG matters, and technology oversight. The Committee will continue to encourage participation in programmes that strengthen the Board's capabilities in these areas and reinforce its effectiveness in overseeing the Group's evolving operating environment, risks and strategic priorities.

The Committee is satisfied that all Directors demonstrated a strong commitment to continuous learning and professional growth throughout FY2026 and remained proactive in enhancing the knowledge, skills and competencies required to contribute effectively to the Board's deliberations and decision-making processes.

INDEPENDENCE OF DIRECTORS

The Committee noted that INEDs continued to constitute the majority of the Board, exceeding the independence requirements prescribed under the Listing Requirements and aligning with the recommendations of the MCCG.

The Committee conducted an annual assessment of the independence of each INEDs to determine their ability to exercise objective judgement and provide effective oversight of Management. The assessment considered, among others, compliance with the independence criteria set out in the Listing Requirements, independence in character and judgement, the absence of any business, financial or other relationships that could impair independent decision-making, and each Directors' ability to provide constructive challenge and independent views during Board deliberations and decision-making processes.

Based on the assessment undertaken, the Committee was satisfied that all INEDs continued to demonstrate independence of character, integrity and judgement, and remained free from any relationships or circumstances that could interfere, or be perceived to interfere, with the exercise of independent judgement. The Committee therefore concluded that the Board maintained an appropriate level of independence and continued to comply with the requirements of the Listing Requirements and the recommendations of the MCCG.

Remuneration & Nomination Committee Report

REMUNERATION GOVERNANCE

The Committee seeks to maintain a remuneration framework that is fair, transparent and competitive, enabling the Company to attract, retain and motivate high-calibre Directors and senior management while supporting long-term shareholder value.

The Committee reviews remuneration practices periodically to ensure alignment with the Group's strategic objectives, market competitiveness, governance expectations and long-term value creation.

In accordance with the Company's Remuneration Policy, remuneration levels are reviewed periodically by the RNC and recommended to the Board after taking into consideration responsibilities undertaken, experience, expertise, time commitment, the complexity of the Group's operations and prevailing market practices. Independent benchmarking is undertaken periodically to ensure that the remuneration framework remains competitive and appropriate.

Independent Remuneration Benchmarking

During FY2025, the RNC engaged an independent professional consulting firm to conduct a remuneration benchmarking study on the remuneration framework for the Company's Non-Executive Directors.

The study compared the Company's remuneration framework against comparable companies listed on the Main Market of Bursa Securities and considered prevailing market practices, Board responsibilities, governance expectations and the increasing demands placed on Directors in discharging their fiduciary duties.

After considering the findings of the benchmarking study, and as there has not been any significant development in the market that would have an impact on the level of remuneration paid by comparable listed companies in FY2026, and also the Group's operation remains the same as that in the previous year's, the Committee concluded that the existing Directors' fees, as listed below, remain appropriate, reasonable and broadly aligned with current market practice. Accordingly, the Committee did not recommend any revision to the annual Directors' fees for FY2026.

Directors	Annual fee per director (RM)
Board of Directors	
Chairman	100,000
Non-Executive Director	70,000
Audit Committee	
- Chairman	45,000
- Member	30,000
RNC & Risk Management & Sustainability Committee	
- Chairman	25,000
- Member	20,000

Non-Executive Directors also received an attendance allowance of RM500.00 for each Board and Board Committee meeting attended during the financial year.

Remuneration & Nomination Committee Report

The RNC also assumes the task of recommending to the Board the remuneration package for the Executive Vice Chairman (“EVC”) and Managing Director/Group Chief Executive Officer (“MD/GCEO”). The remuneration of the EVC and MD/GCEO comprises a monthly salary, bonuses, benefits-in-kind (“BIK”) and other benefits that the Board approves from time to time. The EVC and MD/GCEO do not receive any Director’s fee and meeting allowance.

Details of the remuneration received and receivable by the Directors of the Company and the Group for FY2026 are set out below:

Company	Directors’ fee RM’000	Salaries & Bonus RM’000	Other emoluments RM’000	Meeting allowances RM’000	BIK* RM’000	Total RM’000
Executive Director						
Dato’ Siew Ka Wei	-	276.1	-	-	42.6	318.7
Datuk Lee Cheun Wei	-	-	-	-	-	-
Non-Executive Director						
Datuk Anuar Bin Ahmad	100.0	-	-	2.5	-	102.5
Datuk Dr. Abd. Hapiz Bin Abdullah	40.4	-	-	1.5	-	41.9
Maliki Kamal Bin Mohd Yasin	125.0	-	-	6.0	-	131.0
Tan Sri Dato’ Sri Mohamad Fuzi Bin Harun	108.3	-	-	5.0	-	113.3
Christina Foo	135.0	-	-	6.0	-	141.0
Stephan Schnabel	70.0	-	-	1.0	-	71.0
Kew Hui Chin	90.0	-	-	3.0	-	93.0
Dato’ Seri Dr. Awang Adek Bin Hussin	80.4	-	-	2.5	-	82.9
Datuk Seri Kamaludin Bin Md Said	17.5	-	-	0.5	-	18.0
Total	766.6	276.1	-	28.0	42.6	1,113.3

Group	Directors’ fee RM’000	Salaries & Bonus RM’000	Other emoluments RM’000	Meeting allowances RM’000	BIK* RM’000	Total RM’000
Executive Director						
Dato’ Siew Ka Wei	-	5,393.8	-	-	95.2	5,489.0
Datuk Lee Cheun Wei	-	1,844.9	960.0	-	13.3	2,818.2
Non-Executive Director						
Datuk Anuar Bin Ahmad	100.0	-	-	2.5	7.0	109.5
Datuk Dr. Abd. Hapiz Bin Abdullah	40.4	-	48.6	1.5	-	90.5
Maliki Kamal Bin Mohd Yasin	125.0	-	-	6.0	-	131.0
Tan Sri Dato’ Sri Mohamad Fuzi Bin Harun	108.3	-	-	5.0	-	113.3
Christina Foo	135.0	-	-	6.0	-	141.0
Stephan Schnabel	70.0	-	-	1.0	-	71.0
Kew Hui Chin	90.0	-	-	3.0	-	93.0
Dato’ Seri Dr. Awang Adek Bin Hussin	80.4	-	-	2.5	-	82.9
Datuk Seri Kamaludin Bin Md Said	17.5	-	-	0.5	-	18.0
Total	766.6	7,238.7	1,008.6	28.0	115.5	9,157.4

* Benefits in kind

Remuneration & Nomination Committee Report

DIVERSITY

The Committee continued to have regard to the Company's Diversity Policy when considering Board composition, succession planning and future appointments.

As at FY2026, the Board comprised two (2) female Directors, representing 20% of the Board. The Committee recognises that diversity of gender, age, experience, professional background and perspectives enhances Board effectiveness and supports balanced decision-making.

The Board also promotes gender diversity as part of its leadership development and succession planning initiatives to support the continued advancement of women into senior leadership positions.

The Committee will continue to consider diversity objectives in future Board renewal and succession planning decisions.

FY2027 PRIORITIES

Looking ahead, the Committee will continue to focus on:

- strengthening Board and Key Senior Management succession planning;
- enhancing Board capabilities in human capital management, sustainability, ESG and technology oversight;
- supporting Board diversity and renewal initiatives;
- continuing Directors' professional development and leadership readiness programmes; and
- ensuring remuneration practices remain competitive, appropriately governed and aligned with the Company's long-term strategic objectives.

These priorities reflect the key opportunities identified through the BEE and the Matrix and the Committee's commitment to maintaining an effective, diverse and future-ready Board.

CONCLUSION

The Board is satisfied that the RNC has discharged its responsibilities in accordance with the RNC TOR during the financial year. The RNC remains committed to supporting the Board through effective nomination and remuneration practices, robust succession planning and continuous Board development. The Committee will continue to strengthen Board effectiveness and leadership readiness to support the Group's long-term success and sustainable value creation.

Risk Management & Sustainability Committee Report

Managing Risk. Advancing Sustainability. Building Resilience.

The Board of Directors ("Board") is pleased to present the Report of the Risk Management & Sustainability Committee ("RMSC" or "Committee") for the financial year ended 31 May 2026 ("FY2026").

INTRODUCTION

The Committee was renamed from "Risk Management Committee" to "Risk Management & Sustainability Committee" on 20 January 2026, reflecting its expanded mandate to oversee enterprise risk management, sustainability and occupational safety and health matters. This enhancement aligns with the Committee's broadened Terms of Reference, which encompass oversight of environmental, social and governance ("ESG") matters, including sustainability-related risks, as well as bribery and corruption risks.

The RMSC assists the Board in overseeing the adequacy and effectiveness of the Group's Enterprise Risk Management ("ERM") framework and sustainability governance practices. During FY2026, the Committee remained focused on strengthening risk governance, enhancing organisational resilience and embedding sustainability considerations into the Group's strategy, operations and long-term value creation.

COMPOSITION AND ATTENDANCE

The composition of the Committee during FY2026 was as follows:

Name	Designation
Datuk Dr. Abd Hapiz Bin Abdullah*	Chairman, Independent Non-Executive Director
Maliki Kamal Bin Mohd Yasin**	Chairman, Independent Non-Executive Director
Christina Foo	Member, Independent Non-Executive Director
Datuk Lee Cheun Wei	Member, Managing Director/Group Chief Executive Officer

* Resigned as Director and Chairman of the Committee on 1 October 2025

** Appointed as Chairman of the Committee on 31 December 2025

The members of the Committee comprises predominantly Independent Non-Executive Directors and the Chairman of the Committee an Independent Non-Executive Director.

The members of the Committee possess a diverse blend of operational, financial, and governance expertise. During FY2026, the Committee maintained appropriate oversight capabilities on emerging sustainability and climate-related standards through mandated briefings, technical updates, and dedicated ESG workshops covering the National Sustainability Reporting Framework (NSRF) and IFRS S1/S2 requirements.

During FY2026, the Committee met twice and all members recorded full attendance.

Risk Management & Sustainability Committee Report

RISK MANAGEMENT APPROACH AND KEY RISK THEMES IN FY2026

The Committee adopts a proactive and integrated approach to risk governance, recognising that effective risk management is fundamental to protecting stakeholder value, supporting strategic decision-making and enabling sustainable long-term growth.

Rather than eliminating risk, the Committee seeks to ensure that risks are appropriately identified, assessed, managed and monitored within the Group's established risk appetite. Its risk oversight philosophy is guided by four key principles:

- (i) risk-informed decision making, where risk considerations are embedded in planning and operations;
- (ii) clear accountability, with risk ownership residing within business units and management;
- (iii) organisational resilience, strengthened through proactive risk management and business continuity planning; and
- (iv) sustainability, ensuring alignment with long-term stakeholder and environmental commitments.

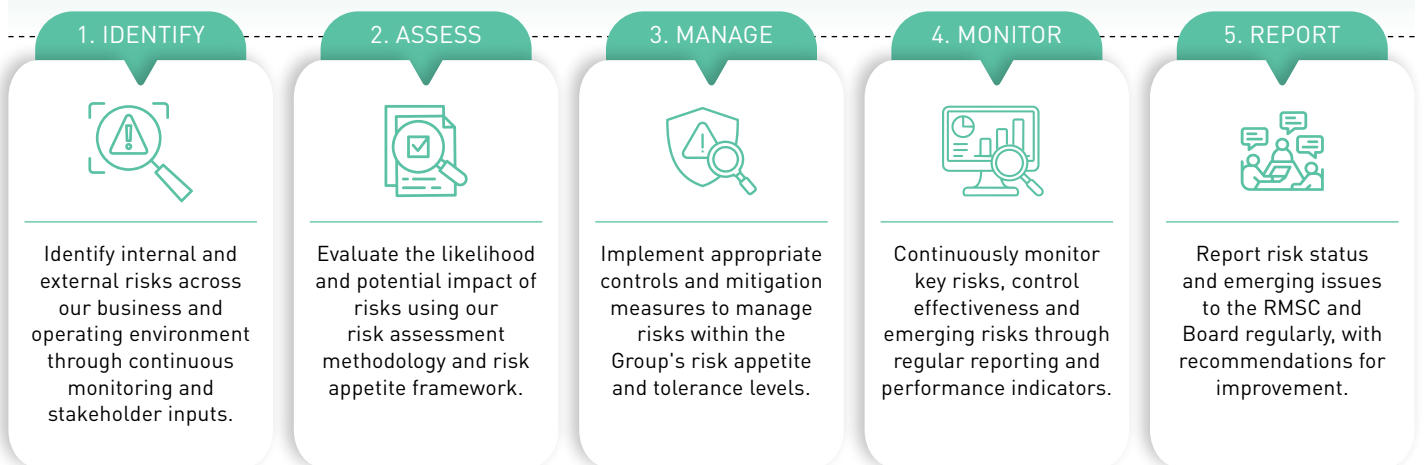
During FY2026, the Committee maintained oversight of a broad spectrum of risks across the strategic, financial, operational, technology and sustainability domains. Among the principal risks monitored were market and competitive pressures, supply chain disruptions, customer credit exposures, inventory management risks and factors that could adversely affect the Group's financial performance and operational resilience.

The Committee identified several key risk themes during the financial year:

RISK MANAGEMENT APPROACH & KEY RISK THEMES

The Group adopts an enterprise-wide, integrated and proactive approach to risk management to safeguard value, support strategic objectives and enhance long-term resilience.

OUR RISK MANAGEMENT APPROACH



STRONG GOVERNANCE OVERSIGHT

Overseen by the Risk Management & Sustainability Committee (RMSC) and the Board of Directors
Integrated with strategy, performance management and sustainability

Risk Management & Sustainability Committee Report

FY2026 KEY RISK THEMES



OUR COMMITMENT

We remain committed to embedding a strong risk culture across the Group to protect our people, assets, reputation and the environment, while creating sustainable long-term value for our stakeholders.

KEY ACTIVITIES AND OVERSIGHT RESPONSIBILITIES DURING FY2026

During FY2026, the Committee carried out its responsibilities in accordance to its Terms of Reference ("TOR") with review of the Group's risk profile, mitigation measures, sustainability performance and emerging risk landscape.

The TOR are available on the Company's website.

Key activities undertaken during the financial year are summarised below:

1. Enterprise Risk Management

- Reviewed the Group Consolidated Risk Matrix and noted updates to certain risk ratings to reflect actual operating conditions compared with FY2025;
- Monitored the progress of the management-level Risk Management Working Group in the Group's Risk Register;
- Assessed the adequacy and effectiveness of the Group's ERM framework to ensure that key risks were appropriately identified, evaluated, managed and monitored in line with the Group's risk appetite and strategic objectives; and
- Oversaw the integration of climate-related risks into the Group's ERM framework following the completion of the Group's inaugural Climate Risk Assessment ("CRA").

2. Cybersecurity and Information Security

Recognising the increasing importance of cybersecurity resilience, the Committee:

- Oversaw the enterprise-wide deployment of the QAX cybersecurity solution across the Group's operating entities;
- Reviewed cybersecurity threats identified following the implementation of the QAX system and noted that the identified threats had been successfully remediated as part of the Group's continuous cybersecurity improvement initiatives; and
- Reviewed and approved the Group Information Security Policy to strengthen cybersecurity governance, risk management and internal control practices across the Group.

Risk Management & Sustainability Committee Report

3. Sustainability and ESG Oversight

The Committee continued to strengthen sustainability governance and ESG integration across the Group through the following activities:

- Reviewed the Group's ESG rating and progress towards achieving improved sustainability performance;
- Recommended ESG plans and initiatives to the Board for approval;
- Reviewed consolidated ESG data covering carbon emissions, water usage, waste management and other ESG indicators;
- Oversaw the consolidation of the Group's ESG reporting scope, strengthening sustainability reporting coverage, data quality and performance monitoring across the Group;
- Reviewed the ESG data for submissions to the Group's Internal Auditors for validation, with selected key performance indicators subjected to external independent limited assurance under ISAE 3000 (Revised) to enhance reporting reliability and integrity;
- Monitored the outcomes of the Group's inaugural CRA and oversaw the incorporation of identified climate-related risks into the ERM framework.
- Reviewed and endorsed the Group's short- and long-term sustainability performance targets, including Scope 1 and Scope 2 GHG emissions reduction pathways and monitored operational progress against established FY2025 baselines; and
- Collaborated with management to evaluate the progressive integration of key ESG performance indicators (KPI) and safety metrics into performance evaluations and strategic goals.

During FY2026, the Committee also oversaw the Group's inaugural CRA Workshop, which evaluated the potential impact of climate change on the Group's manufacturing, distribution and logistics operations.

The assessment identified physical risks relating to flooding, rising temperatures and water scarcity, as well as transition risks arising from regulatory developments, compliance requirements, market expectations and the transition to a lower-carbon economy.

The Committee was satisfied that the CRA provided a structured basis for the ongoing monitoring and management of climate-related risks and opportunities across the Group.

4. Governance, Compliance and Corporate Liability

- Reviewed the results of the Group-wide Anti-Bribery and Anti-Corruption assessment and noted that refresher training programmes were conducted for employees requiring additional reinforcement of anti-corruption awareness and compliance expectations;
- Reviewed and recommended to the Board the revised TOR, Water and Waste Policy and Occupational Safety and Health Policy; and
- Monitored developments relating to regulatory and operating cost risks, including minimum wage adjustments, Sales and Service Tax ("SST") implementation, imposition of U.S. tariffs and fuel price fluctuations, and assessed their potential impact on the Group.

Risk Management & Sustainability Committee Report

SUSTAINABILITY OVERSIGHT

In addition to its oversight of sustainability-related risks, the Committee monitored the Group's sustainability performance and implementation of sustainability initiatives across the business.

During FY2026, the Committee reviewed the Group's Sustainable Supply Chain Programme, including the first supplier ESG self-assessment involving the Group's critical suppliers. This exercise established a baseline and milestones for measuring supplier sustainability performance and supporting the Group's long-term ESG objectives.

The Committee also monitored ESG performance indicators and sustainability-related developments to support the Group's broader sustainability agenda and long-term value creation. Detailed disclosures on the Group's strategic resilience, scenario analysis, material ESG risks, metrics, and targets are set out in the Sustainability Statement 2026 in pages 36 to 145 of this Annual Report.

FY2027 PRIORITIES

Looking ahead, the Committee will continue to enhance the effectiveness of the Group's risk management and sustainability practices by focusing on key areas that may materially impact the Group's long-term performance. These include strengthening climate resilience, advancing the integration of sustainability considerations into business and strategic decision-making, enhancing cybersecurity preparedness and oversight, and monitoring emerging risks arising from evolving market, regulatory and technological developments.

The Committee will also continue to oversee improvements in sustainability reporting, ESG data governance and disclosure practices to support transparency, accountability and compliance with evolving regulatory requirements and stakeholder expectations.

CONCLUSION

The Committee is of the opinion that it has fulfilled its duties and responsibilities in accordance with its TOR throughout FY2026.

The Committee remains committed to assisting the Board in maintaining effective oversight of the Group's risk management and sustainability agenda, while fostering sound governance practices that support the Group's long-term objectives and sustainable growth.

Statement on Risk Management & Internal Control

INTRODUCTION

THE BOARD OF DIRECTORS ("BOARD") IS PLEASED TO PRESENT THE STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL ("STATEMENT") FOR THE FINANCIAL YEAR ENDED 31 MAY 2026 ("FY2026").

This Statement is prepared in accordance with:

- Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities");
- the Malaysian Code on Corporate Governance ("MCCG"); and
- the Statement on Risk Management and Internal Control (SORMIC): Guidelines for Directors of Listed Companies ("SORMIC Guide 2025").

For the purpose of this Statement, the "Group" refers to the Company and its subsidiaries, excluding the associates.

The Statement outlines the nature and scope of the Group's risk management and internal control framework and provides an overview of the processes established by the Board to identify, evaluate, manage and monitor significant risks that may affect the achievement of the Group's strategic objectives.

The Board recognises that effective risk management and internal control are fundamental to preserving shareholder value, safeguarding stakeholder interests and ensuring the sustainable growth and resilience of the Group. Accordingly, risk management and internal control are embedded within the Group's governance framework and form an integral part of strategic planning, operational decision-making and performance management processes.

Throughout FY2026, the Group continued to enhance its governance, risk management and internal control framework to address evolving business, operational, technological, sustainability and regulatory challenges in an increasingly dynamic operating environment.

The Group has established an integrated risk governance structure aligned with the Three Lines of Defence model:

- First Line: Business and operational management responsible for identifying and managing risks;
- Second Line: Risk management and compliance functions overseeing risk frameworks and monitoring adherence;
- Third Line: Internal audit providing independent assurance.

BOARD'S RESPONSIBILITIES

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control and for reviewing its adequacy, effectiveness and integrity. In discharging this responsibility, the Board seeks to safeguard shareholders' interests and the Group's assets while ensuring that risk considerations are appropriately integrated into strategic and operational decision-making.

The Board adopts a proactive and forward-looking approach to risk management, recognising that the effective management of risks and opportunities is critical to the achievement of the Group's strategic priorities and sustainable long-term value creation.

The Group's risk management and internal control systems are designed to manage, rather than eliminate, risks that may impede the achievement of the Group's objectives. Accordingly, these systems can only provide reasonable, and not absolute, assurance against material misstatement, loss or fraud.

The Board sets the Group's risk culture and risk appetite, and oversees the implementation of appropriate risk management and internal control practices throughout the Group. Risk management considerations are integrated into the Group's strategic planning, business decision-making and performance management processes, enabling the Board and Management to proactively identify, assess and manage risks while balancing opportunities in support of sustainable business performance.

In fulfilling its responsibilities, the Board is assisted by the Risk Management & Sustainability Committee ("RMSC") and Audit Committee ("AC").

Statement on Risk Management & Internal Control

In FY2026, the RMSC convened two (2) meetings where it conducted reviews and assessments of the effectiveness of risk treatments and mitigation plan implemented to oversee and managed the Group's overall risk exposure. These included reviews and assessments of the adequacy of the risk management framework covering the Group's principal and emerging risks, including sustainability-related risks; climate-related risks; cybersecurity governance risks, and evaluates the effectiveness of risk mitigation measures, and subsequently provides recommendations to the Board to support sound governance, informed decision-making and the continuous enhancement of the Group's risk management practices.

The AC assists the Board by providing independent oversight of the adequacy and effectiveness of the Group's risk management, internal control and governance processes. Through its review of reports from the Internal Auditors, External Auditors and Management, the AC evaluates significant control issues, monitors the timely implementation of agreed corrective actions, and provides independent assurance and recommendations to the Board to support the continuous enhancement of the Group's governance and control environment.

The Board receives and reviews reports on the effectiveness of risk management and internal control from the RMSC every half yearly and from the AC every quarterly respectively.

MANAGEMENT'S RESPONSIBILITIES

Management is responsible for implementing all policies and procedures approved by the Board in relation to risk management and internal control. These responsibilities include:

- identifying and evaluating risks relevant to the Group's business, including those that could hinder the achievement of its business objectives and strategies;
- formulating policies and procedures to manage these risks, ensuring alignment with the Group's strategic vision, overall risk appetite, and compliance obligations;
- designing and implementing a risk management and internal control system, with ongoing monitoring to ensure its continued effectiveness;
- implementing remedial actions to address any compliance deficiencies identified by the RMSC, particularly in areas related to ethical conduct and regulatory compliance; and
- reporting to the Board in a timely manner on any changes to existing risks, emerging risks including Environmental, Social, and Governance ("ESG"), Anti-bribery and Anti-Corruption ("ABAC") and cyber-related risks, and the mitigation actions taken.

RISK MANAGEMENT ACTIVITIES DURING FY2026

During FY2026, the RMSC continued to support the Board in overseeing the effectiveness of the Group's enterprise risk management framework, sustainability governance, climate-related risks, cybersecurity resilience and regulatory compliance. Through its periodic reviews and deliberations, the RMSC assessed the Group's risk profile, monitored the effectiveness of mitigation measures and provided recommendations to the Board on significant risk and sustainability matters.

During the financial year, the following activities were undertaken:

- The Risk Management and Sustainability Working Group ("RMSWG"), comprising the Chief Financial Officer ("CFO"), General Manager ("GM"), the Risk Management Secretarial, and representatives from the Group's major business divisions and support functions, supported the Group's enterprise risk management processes through the coordination of risk management activities and risk reporting across the Group. During FY2026, the RMSWG reviewed key and emerging risks, mitigation measures and significant changes in the Group's risk profile, and reported its findings to the RMSC for oversight and deliberation every half yearly.
- The Group's consolidated risk matrix and risk registers were periodically reviewed and updated to ensure that risk assessments remained current and reflective of the evolving risk environment. The RMSC reviewed the effectiveness of the Group's risk assessment and reporting processes, while Management continued to enhance risk assessment methodologies to support timely and reliable risk reporting.

Statement on Risk Management & Internal Control

- Management assessed the potential impact of significant regulatory, geopolitical and economic developments on the Group's operations and financial performance, and implemented appropriate mitigation measures where necessary.
- The Group continued to strengthen its cybersecurity capabilities and information security controls during FY2026. Cybersecurity matters were periodically reviewed by the RMSC, which received updates on significant threats, remediation efforts, information security controls and the Group's overall cyber resilience. Regular awareness and training programmes were also conducted to strengthen cybersecurity awareness across the Group.
- The Group continued to strengthen its governance framework through the periodic review of key policies, procedures and governance practices to ensure ongoing alignment with evolving regulatory requirements and governance expectations.
- Sustainability and climate-related considerations remained integrated within the Group's enterprise risk management framework. During FY2026, the RMSC oversaw the Group's inaugural Climate Risk Assessment ("CRA"), the findings of which were incorporated into the Group's risk assessment processes to support the ongoing management of climate-related risks and opportunities.
- The Group continued to enhance its anti-bribery and anti-corruption framework through periodic assessments, awareness programmes and ongoing compliance initiatives.
- The Group continued to strengthen its occupational safety and health governance framework through ongoing monitoring, awareness initiatives and enhancements to safety management practices.

PRINCIPAL RISKS

The Board and Management continuously monitor and assess the principal risks that may affect the Group's ability to achieve its strategic objectives, financial performance and long-term sustainability.

During FY2026, the following principal risks were identified as having the potential to materially affect the Group's operations, financial performance and strategic objectives:

Business Segment	Principal Risks
Chemical Business	Raw material price volatility; geopolitical and supply chain risks; foreign exchange exposure; plant safety and environmental risks
Logistics Business	Tank terminal operational disruptions; customer concentration risk; commodity demand fluctuations
Group-Wide	Cybersecurity and information technology risks; talent attraction and retention; sustainability and climate-related risks; regulatory and compliance risks

A. Chemical Business

1. Raw Material Price Volatility

The Chemical Division is exposed to fluctuations in the prices of key raw materials and packaging materials arising from supply-demand dynamics, commodity market movements and other external factors. Significant price increases may adversely affect production costs and margins. To mitigate these risks, Management closely monitors market developments, maintains strategic supplier relationships, explores alternative sourcing options and implements pricing adjustments where commercially feasible.

2. Geopolitical and Supply Chain Risks

Ongoing geopolitical tensions, including developments in the Middle East, may disrupt global trade routes, increase freight costs and affect the availability of raw materials and packaging supplies. The Group actively monitors geopolitical developments, diversifies procurement sources where appropriate and maintains contingency plans to minimise disruptions to operations.

Statement on Risk Management & Internal Control

3. Foreign Exchange Exposure

The Chemical Division is exposed to foreign currency fluctuations arising from the import of raw materials and trading activities denominated in foreign currencies. Exchange rate movements may affect procurement costs, margins and profitability. The Group manages these exposures through ongoing monitoring of currency movements and prudent treasury management practices.

4. Plant Safety and Environmental Risks

Chemical manufacturing and storage operations inherently involve occupational safety, health (“OSH”) and environmental risks. Incidents such as process failures, chemical spills, fires or regulatory breaches may result in operational disruptions, financial losses and reputational impacts. The Group maintains stringent safety procedures, preventive maintenance programmes, employee training initiatives and environmental compliance measures to mitigate these risks.

B. Logistics Business

1. Tank Terminal Operational Disruptions

The Logistics Division's operations may be affected by equipment failures, utility interruptions, fires, safety incidents, adverse weather conditions or other events that disrupt terminal operations. Such disruptions may impact service delivery and operational efficiency. Preventive maintenance programmes, operational controls, emergency response procedures and business continuity measures are implemented to manage these risks.

2. Customer Concentration Risk

The Logistics Division derives a significant portion of its revenue from key customers. The loss of, or reduction in business from, major customers may adversely affect earnings and utilisation levels. Management continues to strengthen customer relationships while pursuing opportunities to broaden and diversify the customer base.

3. Commodity Demand Fluctuations

Demand for tank terminal services may be influenced by changes in economic conditions, commodity markets and customer production activities. Management continuously monitors market developments and business trends to respond proactively to changes in customer demand and utilisation patterns.

C. Group-Wide

1. Cybersecurity and Information Technology Risks

As digitalisation increases across the Group's operations, the Group remains exposed to evolving cybersecurity threats that may affect the confidentiality, integrity and availability of information assets and business operations. These risks are managed through layered cybersecurity controls, continuous system monitoring, incident response protocols and employee awareness programmes.

2. Talent Attraction and Retention

The Group's continued growth and operational performance depend on its ability to attract, develop and retain competent talent. Increasing competition for skilled employees and leadership succession challenges may affect business continuity and organisational performance. The Group addresses these risks through talent development programmes, succession planning initiatives and employee engagement efforts.

3. Sustainability and Climate-Related Risks

The Group is exposed to physical climate risks, including changing weather patterns, flooding, water scarcity and rising temperatures, as well as transition risks arising from evolving regulations, stakeholder expectations and the shift towards a lower-carbon economy. These risks are incorporated into the Group's enterprise risk management framework and are supported by periodic climate risk assessments, environmental, social and governance (“ESG”) performance monitoring and sustainability reporting initiatives and are regularly reviewed by the RMSC.

Statement on Risk Management & Internal Control

4. Regulatory and Compliance Risks

The Group operates within a highly regulated environment and is subject to various legal, environmental, safety, governance and industry-specific requirements. Failure to comply with applicable laws and regulations may result in financial penalties, operational interruptions and reputational damage. Compliance is supported through policies, internal controls, awareness programmes and ongoing management oversight.

LINKAGE BETWEEN PRINCIPAL RISKS AND KEY CONTROLS

Principal / Emerging Risk Theme	Key Controls / Mitigation Measures	Committee Monitoring / Oversight
Raw material, geopolitical and supply chain risks	Market monitoring; strategic supplier relationships; alternative sourcing; procurement diversification; contingency planning.	Review of risk ratings, external developments and Management's mitigation responses.
Plant safety, environmental and logistics operational risks	Preventive maintenance; safety procedures; employee training; environmental compliance; emergency response and business continuity measures.	Oversight of operational, OSH and environmental risk developments and relevant policies.
Cybersecurity and information technology risks	QAX deployment; threat detection and remediation; information security controls; awareness and training.	Periodic cybersecurity updates, review of identified threats and governance enhancements.
Sustainability and climate-related risks	Climate risk assessment; ESG performance monitoring; sustainability reporting; sustainable supply chain programme.	Review of CRA outcomes, ESG indicators, supplier ESG assessments and sustainability initiatives.
Regulatory and compliance risks	Board-approved policies; compliance monitoring; ABAC framework; employee awareness and refresher training.	Review of regulatory developments, ABAC assessment outcomes and governance policies.

KEY INTERNAL CONTROL AND MONITORING PROCESSES

The Group has established a structured system of internal control designed to safeguard assets, maintain the integrity of financial and operational information, ensure compliance with applicable laws and regulations and support the achievement of the Group's objectives.

The key elements of the Group's internal control framework are as follows:

1. Governance and Oversight

- Oversight by the Board, RMSC and AC over risk management, sustainability matters, internal control systems, cybersecurity governance and emerging risks;
- Clearly defined organisational structure, reporting lines and delegated authorities; and
- Periodic reporting of significant risks and control matters to the RMSC, AC and the Board.

2. Risk Management Framework

- Enterprise-wide risk management framework supported by risk registers and periodic risk assessments;
- Formal risk identification, evaluation, monitoring and reporting processes; and
- Continuous monitoring of emerging and evolving risks.

Statement on Risk Management & Internal Control

3. Financial and Operational Controls

- Annual budgeting and business planning processes;
- Periodic management reporting and performance reviews;
- Delegation of authority limits;
- Segregation of duties and documented standard operating procedures; and
- Inventory, procurement and working capital controls.

4. Governance and Compliance Controls

- Board-approved policies and procedures;
- Code of Conduct and Ethics;
- Anti-Bribery and Anti-Corruption framework;
- Whistleblowing Policy; and
- Compliance monitoring and employee awareness programmes.

5. Information Technology Controls

- Access security controls and system administration procedures;
- Cybersecurity monitoring and incident management processes; and
- Data protection and information security measures.

6. Sustainability and Occupational Safety and Health Controls

- Integration of sustainability considerations into risk management processes;
- ESG reporting and monitoring frameworks; and
- Occupational safety and health policies, procedures and monitoring mechanisms.

These controls are reviewed periodically to ensure their continued adequacy and effectiveness in addressing the Group's evolving risks profile.

INTERNAL AUDIT FUNCTION

The Group's internal audit function is outsourced to Crowe Governance Sdn. Bhd. ("Crowe"), an independent professional firm that reports functionally to the AC.

During FY2026, Crowe presented 4 Internal Audit Reports and 4 Follow-Up Internal Audit Reports to the AC covering selected operational, financial, compliance and governance processes across the Group.

Internal audit engagements are carried out based on a risk-based internal audit plan, which is developed taking into consideration the Group's risk profile and approved by the AC. Internal audit engagements focus on evaluating the adequacy and effectiveness of governance, risk management and internal control systems and recommending improvements where necessary.

Internal audit activities are performed in accordance with recognised professional standards, including the International Professional Practices Framework (IPPF).

Audit findings, recommendations and Management's corrective action plans are presented to the AC for review. Follow-up reviews are conducted to monitor the implementation of agreed action plans and ensure timely remediation of identified issues.

The Board is satisfied that the internal audit function continues to provide independent and objective assurance on the adequacy and effectiveness of the Group's governance, risk management and internal control systems.

Statement on Risk Management & Internal Control

AC OVERSIGHT

The AC assists the Board in reviewing the adequacy and effectiveness of the Group's internal control systems through the following activities:

- reviewing internal audit reports and significant findings;
- assessing the adequacy and effectiveness of the Group's internal control systems;
- monitoring the implementation of agreed corrective actions;
- overseeing the independence and effectiveness of the internal audit function; and
- reviewing the quarterly financial results and annual audited financial statements.

Significant issues are escalated to the Board for deliberation.

ASSURANCE FRAMEWORK

The Executive Vice Chairman, MD/GCEO and CFO have provided written assurance to the Board that:

- the Group's risk management and internal control systems have operated adequately and effectively throughout FY2026; and
- all material risks known to Management have been identified, evaluated and appropriately managed within the Group's risk appetite.

REVIEW BY EXTERNAL AUDITORS

The External Auditors have performed a limited assurance review of this Statement for inclusion in this Annual Report in accordance with:

- Paragraph 15.23 of the Main Market Listing Requirements of Bursa Securities; and
- Audit and Assurance Practice Guide 3 (AAPG 3).

Based on their review, the External Auditors reported to the Board that nothing had come to their attention that caused them to believe that this Statement had not been prepared, in all material respects, in accordance with the disclosures required by the SORMIC Guide 2025.

CONCLUSION

Based on the written assurance provided by Management, the work performed by the Internal and External Auditors, and the reviews undertaken by the RMSC and AC, the Board is satisfied that the Group's risk management and internal control systems were adequate and effective to manage the Group's risks and safeguard shareholders' investments, stakeholders interests and Group's assets throughout FY2026 and up to the date of approval of this Statement for inclusion in this Annual Report.

The Board is not aware of any significant control failures arising from weaknesses in the Group's risk management and internal control systems that would require separate disclosure in this Annual Report.

The Board remains committed to continuously strengthening the Group's governance, risk management and internal control framework to support operational resilience, sustainable growth and long-term value creation.

Directors' Responsibilities Statement

In accordance with the Companies Act 2016, the Directors of the Company are responsible for the preparation of audited financial statements for each financial year, which give a true and fair view of the financial position of the Company and its subsidiaries (collectively referred to as the “Group”) as at the end of the financial year, as well as their financial performances and cash flows for the financial year then ended.

The Directors are also responsible for ensuring that proper accounting records are maintained by the Company and the Group to enable the preparation of financial statements with reasonable accuracy and without material misstatement, whether due to fraud or error. In addition, the Directors are responsible for safeguarding the assets of the Company and the Group, and for taking reasonable steps to prevent and detect fraud, misappropriation, and other irregularities.

In preparing the audited financial statements for the financial year ended 31 May 2026 (“Audited Financial Statements”), the Directors have:

- adopted and consistently applied appropriate accounting policies;
- made reasonable and prudent judgments and estimates;
- ensured the Audited Financial Statements were prepared on a going concern basis; and
- complied with all applicable approved accounting standards, with any material departures disclosed and explained in the Audited Financial Statements.

The Directors further confirm that the Audited Financial Statements comply with the provisions of the Companies Act 2016, the Malaysian Financial Reporting Standards, the IFRS Accounting Standards, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, and all other relevant statutory and regulatory requirements.

The Directors have also provided the External Auditors with unrestricted access to all relevant records and information, and have ensured that the External Auditors were given every opportunity to perform the necessary reviews, conduct appropriate inquiries, and obtain all explanations required for the purpose of their audit.

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Directors' Report

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 May 2026.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are mainly provision of management services, manufacturing and trading of agricultural chemical products and related business, trading, manufacture and sale of petrochemicals and industrial chemical products, manufacturing, trading and sale of polymer products, ship-owning, ship-operating, land transportation, container haulage, bulk cargo handling, chemicals warehousing and related services, providing IT related consultancy services, provision of media marketing, cinema and digital advertising, media related services and trading of medical equipments and related services. Further details of the subsidiaries are set out in Note 40 to the financial statements. There have been no significant changes in the nature of the activities of the Company and its subsidiaries during the financial year.

RESULTS

	Group RM'000	Company RM'000
Profit for the financial year	82,825	73,183
Attributable to:		
Owners of the parent	81,440	73,183
Non-controlling interests	1,385	-
	82,825	73,183

DIVIDENDS

Dividends paid, declared or proposed by the Company since the end of the previous financial year were as follows:

	RM'000
In respect of financial year ended 31 May 2026	
First interim single tier dividend of 1.0 sen per ordinary share, paid on 21 August 2025	10,946
Second interim single tier dividend by way of dividend-in-specie ¹	9,881
	20,827

¹ The dividend-in-specie was completed on 12 May 2026 by crediting 10,427,984 treasury shares of the Company to the Central Depository System account of the Company's shareholders.

On 29 July 2026, the Directors proposed and declared a third interim single tier dividend for the financial year ended 31 May 2026, as follows:

- 0.5 sen cash per ordinary share, will be paid on 15 September 2026; and
- a distribution of one (1) treasury share of the Company for every two hundred (200) ordinary shares held by the shareholders whose name appear in the Record of Depositors of the Company on 19 August 2026 (dividend-in-specie²), will be completed on 15 September 2026.

The financial statements for the financial year ended 31 May 2026 do not reflect this proposed third interim single tier dividend. The proposed third interim single tier dividend, shall be accounted for as an appropriation of retained earnings in the financial year ending 31 May 2027.

The Directors do not recommend the payment of any other dividend in respect of the current financial year.

Directors' Report

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

ISSUE OF SHARES AND DEBENTURES

During the financial year, the issued and fully paid-up ordinary shares of the Company decreased from 1,170,744,618 to 1,150,000,000 pursuant to the following:

	Number of shares
Balance as at 1 June 2025	1,170,744,618
Ordinary shares issued pursuant to exercise of Warrants B at RM0.28 per ordinary share	16,498,918
Cancellation of treasury shares	(37,243,536)
Balance as at 31 May 2026	1,150,000,000

The newly issued ordinary shares of the Company rank pari passu in all respects with the existing ordinary shares of the Company.

The Company did not issue any debentures during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued ordinary shares of the Company during the financial year.

WARRANTS B (2020/2025)

The Warrants B are constituted by the deed poll dated 21 August 2020.

The Company issued 59,878,790 free Warrants B on the basis of one (1) Warrant for every four (4) existing ordinary shares held, which were listed and quoted on the Main Market of Bursa Securities on 18 September 2020.

The salient terms of the Warrants B are as follows:

- Each Warrant B entitles the registered holder to subscribe for one (1) new ordinary share in the Company at any time on or before the maturity date, 9 September 2025, falling five (5) years from the date of issue of the Warrants B. Unexercised Warrants B after the exercise period will thereafter lapse and cease to be valid;
- The exercise price of the Warrants B is fixed at RM0.84 per Warrant B; and
- The new ordinary shares to be issued upon the exercise of the Warrants B shall rank pari passu in all respects with the existing ordinary shares of the Company.

On 7 June 2022, a total of 105,908,882 additional Warrants B have been issued and the exercise price of Warrants B is adjusted to RM0.28 per Warrant B.

During the financial year, 16,498,918 (2025: 65,927,258) Warrants B were exercised.

As at the maturity date, 8,687,410 warrants remained unexercised and lapsed. There were no outstanding warrants as at the end of the financial year.

Directors' Report

REPURCHASE OF SHARES

At the 56th Annual General Meeting held on 29 October 2025, the Company's shareholders approved the proposed renewal of shareholders' mandate for the Company to repurchase up to ten percent (10%) of its own ordinary shares.

During the financial year:

- i. the Company repurchased 120,752,200 of its issued ordinary shares from the open market of Bursa Securities at an average price of RM0.91 per share;
- ii. the Company resold 82,033,700 of its treasury shares with price ranging from RM0.89 to RM0.92;
- iii. the Company distributed 10,427,984 treasury shares on 12 May 2026 on the basis of one (1) treasury share of the Company for every one hundred (100) existing ordinary shares held in the Company in respect of financial year ended 31 May 2026; and
- iv. the Company cancelled 37,243,536 treasury shares.

As at 31 May 2026, a total of 89,333,019 (2025: 98,286,039) treasury shares at a total cost of RM83,224,000 (2025: RM96,381,000) are held by the Company. The shares repurchased are being held as treasury shares in accordance with Section 127(4)(b) of the Companies Act 2016 and the Main Market Listing Requirements and applicable guideline of Bursa Securities.

The number of ordinary shares as at 31 May 2026 net of treasury shares is 1,060,666,981 (2025: 1,072,458,579).

DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

Datuk Anuar Bin Ahmad	(Non-executive Chairman)
Dato' Siew Ka Wei	(Executive Vice Chairman)
Siew Ka Kheong	(Alternate to Dato' Siew Ka Wei)
Datuk Lee Cheun Wei	(Managing Director)
Tan Sri Dato' Sri Mohamad Fuzi Bin Harun	
Christina Foo	
Maliki Kamal Bin Mohd Yasin	
Stephan Schnabel	
Kew Hui Chin	
Dato' Seri Dr. Awang Adek Bin Hussin	
Datuk Seri Kamaludin Bin Md Said	(Appointed on 2 March 2026)
Datuk Dr. Abd Hapiz Bin Abdullah	(Resigned on 1 October 2025)

Subsidiaries of Ancom Nylex Berhad ("ANB") (excluding those Directors listed above)

Abdul Latif Bin Mahamud
Akio Hatakeyama
Andrew Leong
Anthony Tan Swee Hock
Asmariah Binti Ismail
Carina Lee Ling Tze
Chai Hann Lin
Chan Shiau Chi
Chen Tai Ngoh

Directors' Report

DIRECTORS (CONTINUED)

Subsidiaries of Ancom Nylex Berhad ("ANB") (excluding those Directors listed above) (continued)

Datin Joanne Marie Lopez	
Dato' Abdul Latif Bin Abdullah	
Dato' Mohammad Medan Bin Abdullah	
Dato' Ng How Hon	
Datuk Abdul Rashid Bin Hashim	
Datuk Hasnul Bin Hassan	
Datuk Mohd Farid Bin Mohd Adnan	
Gan Kian Chong	
Idris Bin Pilus	
Joe Pramesh Ganesaguru	
Koay Hean Wei	
Kong Hwai Ming	
Lau Hau Kuak	
Lee Nan Phin	
Liew Tet Seng	
Lim Chang Meng	
Lim Lay Chin	
Lim Liang Tan	
Lim Tiak Cheong	
Loh Chian Hong	
Loke Yeak Thong	
Looi Seng Chong	
Low Huoi Seong	
Masahiko Otomo	
Mohamad Ruslan Bin Ali	
Norzain Bin Abdul Wahab	
Raja Mazhar Mohar Bin Raja Mohar	
Robin Ling Seng Chiong	
Sabli Bin Sibil	
Shamsudin Bin Basri	
Shigeo Fuji	
Suzuki Masayuki	
Tan Sri Dato' Seri Abdull Hamid Bin Embong	
Tan Sri Datuk Dr. Ampikaipakan A/L S.Kandiah	
Tan Wee Lian	
Tan Yeow Heng	
Winraswathy Riny Surakhmad	
Wong Jun-Pin	
Wong Kah Pun	
Wong Siut Yin	
Wong Yew Mun	
YM Datin Paduka Raja Nor Mazli Binti Raja Mohar	
YM Dato' Paduka Tengku Shaharin Abu Bakar Tengku Suleiman	
Yuliues Hidajat	
Mohd Shahimi Bin Yang Hapizi	(Appointed on 11 August 2025)
Mohd Yusof Bin Muhammad Don	(Appointed on 1 August 2026)
Chua Choo Oon	(Resigned on 11 August 2025)
Hasdi Bin Husain	(Resigned on 22 September 2025)
Edmond Cheah Swee Leng	(Resigned on 1 October 2025)
Khamis Bin Awal	(Resigned on 1 October 2025)
Tan Sri Dato' Dr. Lin See Yan	(Resigned on 1 October 2025)

Directors' Report

DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in the ordinary shares of the Company and of its related corporations during the financial year ended 31 May 2026 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

	Number of ordinary shares			As at 31.5.2026
	As at 1.6.2025	Additions	Sold	
The Company				
<u>Direct interests:</u>				
Dato' Siew Ka Wei	153,550,731	5,977,015	(13,950,000)	145,577,746
Siew Ka Kheong	16,545,913	135,458	(4,530,000)	12,151,371
Datuk Lee Cheun Wei	107,351,529	3,939,713	-	111,291,242
<u>Indirect interests:</u>				
Dato' Siew Ka Wei	25,575,979	213,822	(5,723,500)	20,066,301
Siew Ka Kheong	5,998,797	59,987	-	6,058,784
Datuk Lee Cheun Wei	26,180,937	857,709	-	27,038,646
Stephan Schnabel	179,218,945	7,046,300	-	186,265,245
Subsidiary, Ancom Logistics Berhad				
<u>Direct interest:</u>				
Dato' Siew Ka Wei	6	-	-	6
<u>Indirect interest:</u>				
Dato' Siew Ka Wei	160,746,291	-	-	160,746,291

None of the other Directors holding office at the end of the financial year held any interest in the ordinary shares of the Company and of its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received and receivable by the Directors) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest other than the following:

- (a) certain Directors who may be deemed to derive benefits by virtue of trade transactions entered into with companies in which certain Directors have substantial financial interests; and
- (b) certain Directors who received remuneration from the subsidiaries as Directors of the subsidiaries.

The details of the above transactions are disclosed in Note 36 to the financial statements.

There were no arrangements during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Directors' Report

DIRECTORS' REMUNERATION

Fees and other benefits of the Directors of the Company who held office during the financial year ended 31 May 2026 were as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Executive Directors				
- salaries, bonus and allowances	7,079	5,880	265	265
- defined contribution plan	160	156	11	11
- others	960	985	-	-
	8,199	7,021	276	276
Non-Executive Directors				
- fees	767	887	767	747
- other emoluments	77	691	28	35
	844	1,578	795	782
Total remuneration of Directors	9,043	8,599	1,071	1,058

The estimated monetary value of benefits-in-kind received by the Directors otherwise than in cash from the Group and the Company amounted to RM116,000 (2025: RM142,000) and RM43,000 (2025: RM61,000) respectively.

INDEMNITY AND INSURANCE FOR OFFICERS, DIRECTORS AND AUDITORS

The Group and the Company effected Directors' and officers' liability insurance during the financial year to protect the Directors and officers of the Group and of the Company against potential costs and liabilities arising from claims brought against the Directors and officers. The total amount of insurance premium effected for any Director and officer of the Group and of the Company was RM14,000.

No indemnity was given to or insurance effected for the auditors of the Group and of the Company.

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

(I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

Directors' Report

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY (CONTINUED)

(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
 - (i) which would render the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;
 - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
 - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
 - (i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made; and
 - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

(III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

- (a) ANB and its subsidiary, Ancom Logistics Berhad ("ALB") had entered into a Heads of Agreement ("ALB HOA") with Greenheart Sdn. Bhd. ("GSB"), Choong Wee Keong ("CWK") and How Yoon For ("HYF") for the following:

(GSB, CWK and HYF shall be collectively referred to as "Vendors" and ANB, ALB, and Vendors shall be collectively referred to as "Parties")

 - (i) proposed acquisition by ALB of the entire share capital of Green Lagoon Technology Sdn. Bhd. ("GLTSB") from the Vendors for total consideration of RM120,000,000, subject to an independent valuation to be conducted on GLTSB during the due diligence and in return ALB shall issue 1,000,000,000 new ordinary shares in ALB ("ALB Share(s)") at an issue price of RM0.12 per ALB Share, that will be listed and tradeable in the ACE Market to the GLTSB shareholders ("Consideration Shares") ("Proposed Acquisition");
 - (ii) proposed exemption under subparagraph 4.08(1)(a) of the Rules on Take-overs, Mergers and Compulsory Acquisitions to the Vendors, other shareholders of GLTSB and their person(s) acting in concert (collectively "PAC(s)") under Sections 216(2) and 216(3) of the Capital Markets and Services Act 2007 from the obligation to undertake a mandatory offer for the remaining ALB Shares not already owned by them pursuant to the Proposed Acquisition ("Proposed Exemption");

Directors' Report

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD (CONTINUED)

- (a) ANB and its subsidiary, Ancom Logistics Berhad ("ALB") had entered into a Heads of Agreement ("ALB HOA") with Greenheart Sdn. Bhd. ("GSB"), Choong Wee Keong ("CWK") and How Yoon For ("HYF") for the following: (continued)
- (iii) proposed private placement of up to 183,333,334 new Shares (or such other number of new Shares as may be applicable) to ANB for the total sum of up to RM22,000,000.08 (or such other amount corresponding to such number of new ALB Shares to be issued), and to be settled in cash at the issue price of RM0.12 per ALB Share, provided that the total percentage of shareholding held by ANB directly and indirectly in the share capital of ALB on completion of the Proposed Acquisition shall not exceed such number of ALB Shares representing 21% of the entire share capital of ALB ("Proposed Private Placement"); and
 - (iv) proposed disposal by ALB all of its subsidiaries (i.e., Synergy Trans-Link Sdn. Bhd. and its subsidiaries, Pengangkutan Cogent Sdn. Bhd. and Ancom Nylex Terminals Sdn. Bhd.) to ANB at an independent valuation to be conducted and agreed by ANB and ALB and upon such terms and conditions to be determined later ("Proposed Disposal").

Subsequently on 21 April 2025, ALB and ANB entered into a Supplemental Agreement to the ALB HOA ("Supplemental Agreement") with the Vendors and GLTSB. Pursuant to the Supplemental Agreement, the Parties have mutually agreed to, amongst others, the following:

- (i) vary the terms of the Proposed Private Placement to up to 83,333,334 new ordinary shares (or such other number of new ordinary shares as may be applicable) to be issued by ALB to ANB for the total sum of up to RM10,000,000.08 (or such other amount corresponding to such number of new ordinary shares to be issued), and to be settled in cash at the issue price of RM0.12 per share, provided that the total percentage of shareholding held by ANB directly and indirectly in the share capital of ALB on completion of the Proposed Acquisition shall not exceed such number of ALB Shares representing 22% of the entire issued and paid-up share capital of ALB;
- (ii) to include a proposed subscription by ANB for 145,685 new ordinary shares in GLTSB ("GLTSB Share(s)") (or such other number of new GLTSB Shares as may be applicable), to be issued and allotted by GLTSB to ANB for the total sum of RM12,000,073.45 ("Subscription Shares") at the issue price of RM82.37 per GLTSB Share ("Proposed Subscription"); and
- (iii) extend the Term to 31 December 2025.

(The Proposed Acquisition, Proposed Exemption, Proposed Private Placement, and Proposed Disposal shall be collectively referred to as "Proposals")

Further to that, on 22 October 2025, ALB and ANB had entered into a 2nd Supplemental Agreement to the HOA as amended by the Supplemental Agreement to the HOA dated 21 April 2025 ("2nd Supplemental Agreement") with the Vendors and GLTSB. Pursuant to the 2nd Supplemental Agreement, the Parties have mutually agreed to, amongst others, the following:

- (i) exclude the Proposed Private Placement as part of the Proposals. As such, pursuant to the 2nd Supplemental Agreement, the relevant clauses in relation to the Proposed Private Placement are to be deleted in its entirety;
- (ii) exclude the Proposed Subscription as part of the Proposals. As such, pursuant to the 2nd Supplemental Agreement, the relevant clauses in relation to the Proposed Subscription are to be deleted in its entirety;
- (iii) to amend the conditionality for the Proposals where GLTSB and ANB are desirous and agreed to enter into a share subscription agreement for ANB to subscribe for such number of ordinary shares in GLTSB on terms to be mutually agreed by GLTSB and ANB in the share subscription agreement. Upon completion of the share subscription agreement, ANB will become a vendor to the Proposed Reverse Take-overs (RTO); and
- (iv) extend the Term to 31 December 2026.

Pursuant to the 2nd Supplemental Agreement, the share subscription by ANB of 2,702,072 representing 16.92% of GLTSB for RM22 million cash was completed on 30 June 2026.

Upon completion of the Proposals, ALB will cease to be a subsidiary of ANB and will be accounted for an associate company of ANB.

As at the date of this report, the Proposals are yet to be completed.

Directors' Report

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD (CONTINUED)

- (b) On 5 December 2025, the Company announced that Nylex Holdings Sdn. Bhd. ("NHSB"), a wholly-owned subsidiary of the Company, has on 5 December 2025 entered into a non-binding term sheet with TopNext International Company Limited ("TopNext") for the proposed disposal of up to 50% equity interest in Maxlive Sdn. Bhd. ("Maxlive"), an investment holding company formed pursuant to an internal restructuring exercise for the purpose of the proposed disposal ("Proposed Disposal of Maxlive"), subject to the terms and conditions to be mutually agreed between the NHSB and TopNext, in a Share Sale and Purchase agreement ("SPA") to be executed in due course by the NHSB and TopNext.

The Proposed Disposal of Maxlive will be undertaken in two tranches as follows:

- (i) First Tranche: disposal of 25% equity interest in Maxlive ("First Tranche Sale Shares") by NHSB to TopNext for USD9,320,000 (approximately RM38,454,320) ("First Tranche Sale Shares Consideration"); and
- (ii) Second Tranche: disposal of an additional 25% equity interest in Maxlive ("Second Tranche Sale Shares") by the NHSB to the TopNext for USD9,320,000 (approximately RM38,454,320) ("Second Tranche Sale Shares Consideration"), subject to TopNext's exercise of a Call Option.

As at the date of this report, the Proposed Disposal of Maxlive is yet to be completed.

- (c) On 11 May 2026, the Company announced that its 42.2% owned subsidiary, Nylex (Malaysia) Berhad ("NMB"), has received a Letter of Intent ("LOI") dated 5 May 2026 from the Government of Malaysia, through the Public Private Partnership Unit ("UKAS"), Prime Minister's Department, in relation to a proposed public-private partnership project in Iskandar Malaysia.

The Government has granted approval in principle to a consortium comprising:

- DOM Industries (M) Sdn. Bhd.;
- MMC Engineering Sdn. Bhd.;
- BTS Group Holdings Public Company Limited; and
- NMB

(collectively referred to as the "Consortium")

to undertake the proposed Pembangunan Awam Darat Di Wilayah Iskandar Malaysia (Iskandar Malaysia Public Land Transport Development Project) ("Proposed Project"), which will be based on a medium capacity rail system under a public-private partnership model.

The Consortium shall negotiate the terms and conditions of the Proposed Project with the Government. The implementation of the Proposed Project is subject to the execution and finalisation of definitive agreements with the Government of Malaysia.

The Company will make further announcements on any material developments in respect of the Proposed Project in accordance with the Bursa Main Market Listing Requirements.

Directors' Report

AUDITORS

The auditors, BDO PLT [201906000013 (LLP0018825-LCA) & AF 0206], have expressed their willingness to continue in office.

Auditors' remuneration of the Group and of the Company for the financial year ended 31 May 2026 were as follows:

	Group RM'000	Company RM'000
Statutory audit	1,132	136
Assurance related services	16	12
	1,148	148

Signed on behalf of the Board in accordance with a resolution of the Directors.

Dato' Siew Ka Wei
Director

Kuala Lumpur
9 September 2026

Datuk Lee Cheun Wei
Director

Statement By Directors

In the opinion of the Directors, the financial statements set out on pages 208 to 294 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 May 2026 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

Dato' Siew Ka Wei
Director

Datuk Lee Cheun Wei
Director

Kuala Lumpur
9 September 2026

Statutory Declaration

I, Lim Chang Meng (CA 15594), being the officer primarily responsible for the financial management of Ancom Nylex Berhad, do solemnly and sincerely declare that the financial statements set out on pages 208 to 294 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly
declared by the abovenamed
at Kuala Lumpur this
9 September 2026

Lim Chang Meng
Chief Financial Officer

Before me:

Mardhiyyah Abdul Wahab
Commissioner for Oaths (No. W729)

Independent Auditors' Report

To the Members of Ancom Nylex Berhad (Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Ancom Nylex Berhad, which comprise the statements of financial position as at 31 May 2026 of the Group and of the Company, and the statements of profit or loss, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 208 to 294.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 May 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matter of the Group

1. Annual impairment assessment on goodwill on consolidation

The carrying amount of goodwill on consolidation as at 31 May 2026 amounted to RM88,813,000, as disclosed in Note 13 to the financial statements.

We determined that the annual impairment assessment on goodwill on consolidation to be a key audit matter because of its significance to the consolidated financial position of the Group and it requires significant management estimates and judgement and involved key assumptions in determining the value-in-use of the Cash Generating Units ("CGUs") using cash flow forecasts. These include revenue growth rates, terminal growth rate, profit margins and pre-tax discount rates applied to these forecasted cashflows of the underlying CGUs.

Independent Auditors' Report

To the Members of Ancom Nylex Berhad (Incorporated in Malaysia)

Key Audit Matters (continued)

Key Audit Matter of the Group (continued)

1. Annual impairment assessment on goodwill on consolidation (continued)

Our audit procedures included the following:

- a. Compared prior period forecasts to actual outcomes to assess the reliability of management's forecasts;
- b. Compared cash flow forecasts with recent performance and assessed the reasonableness of the key assumptions used in the value-in-use calculations through discussions with management to understand their basis, and compared the key assumptions against relevant external market information, where applicable;
- c. Assessed the reasonableness of the pre-tax discount rates applied by management for the CGUs by comparing the discount rates used by entities with similar risk profiles and relevant market information and other risk factors; and
- d. Performed sensitivity analysis to stress test the key assumptions in the impairment model.

Key Audit Matters of the Company

2. Impairment assessment of the carrying amounts of costs of investments in subsidiaries

As at 31 May 2026, the carrying amount of costs of investments in subsidiaries amounted to RM585,861,000 as disclosed in Note 8 to the financial statements. Impairment losses on costs of investments in subsidiaries of the Company amounted to RM168,155,000 as at 31 May 2026.

We determined the impairment assessment of the carrying amounts of the costs of investments in subsidiaries to be a key audit matter as it requires significant management estimates and judgement and involved key assumptions in determining the value-in-use of the subsidiaries. These include revenue growth rates, terminal growth rate, profit margins and pre-tax discount rates applied to these forecasted cashflows of the underlying CGUs.

Our audit procedures included the following:

- a. Compared prior period forecasts to actual outcomes to assess the reliability of management's forecasts;
- b. Compared cash flow forecasts with recent performance and assessed the reasonableness of the key assumptions used in the value-in-use calculations through discussions with management to understand their basis, and compared the key assumptions against relevant external market information, where applicable;
- c. Assessed the reasonableness of the pre-tax discount rates applied by management for the subsidiaries by comparing the discount rates used by entities with similar risk profiles and relevant market information and other risk factors; and
- d. Performed sensitivity analysis to stress test the key assumptions in the impairment model.

Independent Auditors' Report

To the Members of Ancom Nylex Berhad (Incorporated in Malaysia)

Key Audit Matters (continued)

Key Audit Matters of the Company (continued)

3. Impairment assessment on amounts owing by subsidiaries

As at 31 May 2026, the amounts owing by subsidiaries amounted to RM52,077,000 as disclosed in Note 17 to the financial statements.

We determined this to be a key audit matter because it requires management to exercise significant judgement in determining the probability of default by subsidiaries, including assessment of indicators of significant increase in credit risk and the resultant basis for classification of exposure into respective stages in accordance with MFRS 9 *Financial Instruments*, estimated cash flows recoverable and appropriate forward-looking information.

Our audit procedures included the following:

- a. Recomputed probability of default using historical data and forward-looking information adjustment, applied by the Company;
- b. Assessed the appropriateness of the indicators of significant increase in credit risk applied by management and the resultant basis for classification of exposure into respective stages; and
- c. Evaluated management's basis for determining recoverable cash flows, where applicable.

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance or conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRSs, IFRS Accounting Standards, and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Independent Auditors' Report

To the Members of Ancom Nylex Berhad (Incorporated in Malaysia)

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Independent Auditors' Report

To the Members of Ancom Nylex Berhad (Incorporated in Malaysia)

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 40(a) to the financial statements.

Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

BDO PLT

201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Kuala Lumpur
9 September 2026

Chok Chau On

03683/08/2028 J
Chartered Accountant

Statements of Financial Position

As at 31 May 2026

		Group		Company	
		2026	2025 (Restated)	2026	2025
	Note	RM'000	RM'000	RM'000	RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	5	261,530	259,873	6,215	6,676
Right-of-use assets	6	129,283	134,490	20,223	20,547
Investment properties	7	12,121	12,224	-	-
Investments in subsidiaries	8	-	-	585,861	462,672
Investments in associates	9	4,483	1,506	-	-
Investment in a joint venture	10	-	-	-	-
Other investments	11	10,028	7,899	7,228	7,228
Intangible assets	12	10,954	4,107	-	-
Goodwill on consolidation	13	88,813	88,066	-	-
Deferred tax assets	14	12,696	10,485	-	-
Trade and other receivables	16	24,883	1,305	-	-
		554,791	519,955	619,527	497,123
Current assets					
Inventories	15	223,312	183,539	-	-
Trade and other receivables	16	484,434	369,749	13,958	7,075
Amounts owing by subsidiaries	17	-	-	52,077	127,304
Amounts owing by associates	18	13,208	13,796	2,540	2,720
Amount owing by a joint venture	19	-	-	-	-
Current tax assets		5,543	10,620	469	469
Other investments	11	1,242	987	-	-
Cash and bank balances	20	110,257	151,112	1,449	1,435
		837,996	729,803	70,493	139,003
TOTAL ASSETS		1,392,787	1,249,758	690,020	636,126

Statements of Financial Position

As at 31 May 2026

	Note	Group		Company	
		2026	2025 (Restated)	2026	2025
		RM'000	RM'000	RM'000	RM'000
EQUITY AND LIABILITIES					
Equity attributable to the owners of the parent					
Share capital	21	511,442	523,386	511,442	523,386
Treasury shares	21(d)	(83,224)	(96,381)	(83,224)	(96,381)
Reserves	22	199,082	173,452	85,493	56,342
		627,300	600,457	513,711	483,347
Non-controlling interests	8(e)	37,262	36,515	-	-
TOTAL EQUITY		664,562	636,972	513,711	483,347
LIABILITIES					
Non-current liabilities					
Borrowings	23	27,528	31,893	-	-
Lease liabilities	6	40,722	47,954	167	242
Deferred tax liabilities	14	26,907	23,288	267	267
Provision for retirement benefits	25	3,480	3,948	-	-
		98,637	107,083	434	509
Current liabilities					
Borrowings	23	331,894	291,199	40,114	44,919
Lease liabilities	6	11,506	11,278	75	71
Trade and other payables	26	273,247	193,569	3,730	3,934
Amounts owing to subsidiaries	27	-	-	131,956	103,346
Amounts owing to associates	18	266	224	-	-
Contract liabilities	28	4,234	5,146	-	-
Current tax liabilities		8,441	4,287	-	-
		629,588	505,703	175,875	152,270
TOTAL LIABILITIES		728,225	612,786	176,309	152,779
TOTAL EQUITY AND LIABILITIES		1,392,787	1,249,758	690,020	636,126

The accompanying notes form an integral part of the financial statements.

Statements of Profit or Loss

For the Financial Year ended 31 May 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue	29	1,926,358	1,874,640	91,497	125,917
Cost of sales		(1,579,180)	(1,565,623)	-	-
Gross profit		347,178	309,017	91,497	125,917
Other operating income		9,111	13,416	16	113
Distribution costs		(101,501)	(105,398)	-	-
Administrative expenses		(108,531)	(89,985)	(10,998)	(7,577)
Other operating expenses		(12,394)	(14,650)	(3,642)	(37,223)
Finance costs	30	(19,483)	(19,517)	(4,528)	(4,779)
Net gain/(losses) of impairment on financial assets		1,139	6,235	1,938	(4,360)
Share of results of associates, net of tax	9(h)	2,995	5	-	-
Profit before tax		118,514	99,123	74,283	72,091
Tax expense	31	(35,689)	(33,967)	(1,100)	(399)
Profit for the financial year		82,825	65,156	73,183	71,692
Profit attributable to:					
Owners of the parent		81,440	63,489	73,183	71,692
Non-controlling interests	8(e)	1,385	1,667	-	-
		82,825	65,156	73,183	71,692

	Note	Group	
		2026 Sen	2025 Sen
Earnings per ordinary share			
- Basic	32(a)	7.68	6.09
- Diluted	32(b)	7.68	5.99

The accompanying notes form an integral part of the financial statements.

Statements of Comprehensive Income

For the Financial Year ended 31 May 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit for the financial year		82,825	65,156	73,183	71,692
Other comprehensive loss, net of tax					
Item that may be reclassified subsequently to profit or loss					
Foreign currency translations		(11,779)	(15,204)	-	-
Item not to be reclassified subsequently to profit or loss					
Re-measurement of defined benefit liability	25	1	689	-	-
Other comprehensive loss, net of tax		(11,778)	(14,515)	-	-
Total comprehensive income		71,047	50,641	73,183	71,692
Total comprehensive income attributable to:					
Owners of the parent		69,662	48,974	73,183	71,692
Non-controlling interests	8(e)	1,385	1,667	-	-
		71,047	50,641	73,183	71,692

The accompanying notes form an integral part of the financial statements.

Consolidated Statement of Changes in Equity

For the Financial Year ended 31 May 2026

Group	Note	Share capital RM'000	Capital reserve RM'000	Exchange translation reserve RM'000	Treasury shares RM'000	Retained earnings RM'000	Total attributable to owners of the parent RM'000	Non-controlling interests RM'000	Total equity RM'000
Balance as at 1 June 2025, as restated		523,386	273	12,295	(96,381)	160,884	600,457	36,515	636,972
Profit for the financial year		-	-	-	-	81,440	81,440	1,385	82,825
Other comprehensive (loss)/income, net of tax		-	-	(11,779)	-	1	(11,778)	-	(11,778)
Total comprehensive (loss)/income		-	-	(11,779)	-	81,441	69,662	1,385	71,047
Transactions with owners									
Ordinary shares issued pursuant to:									
- Exercise of Warrants B		4,620	-	-	-	-	4,620	-	4,620
Net repurchases of treasury shares of the Company		-	-	-	(31,713)	(4,642)	(36,355)	-	(36,355)
Acquisitions of subsidiaries		-	-	-	-	-	-	2,152	2,152
Cancellation of treasury shares		(16,564)	-	-	35,127	(18,563)	-	-	-
Dividend-in-specie		-	-	-	9,743	(9,881)	(138)	-	(138)
Dividend paid	33	-	-	-	-	(10,946)	(10,946)	-	(10,946)
Dividends paid to non-controlling interests of subsidiaries		-	-	-	-	-	-	(2,990)	(2,990)
Shares acquired by non-controlling interest of a subsidiary		-	-	-	-	-	-	200	200
Total transactions with owners		(11,944)	-	-	13,157	(44,032)	(42,819)	(638)	(43,457)
Balance as at 31 May 2026		511,442	273	516	(83,224)	198,293	627,300	37,262	664,562

Consolidated Statement of Changes in Equity

For the Financial Year ended 31 May 2026

Group	Note	Share capital RM'000	Capital reserve RM'000	Exchange translation reserve RM'000	Treasury shares RM'000	Retained earnings RM'000	Total attributable to owners of the parent RM'000	Non-controlling interests RM'000	Total equity RM'000
Balance as at 1 June 2024		408,707	273	27,499	(43,195)	154,805	548,089	34,061	582,150
Profit for the financial year		-	-	-	-	63,489	63,489	1,667	65,156
Other comprehensive (loss)/income, net of tax		-	-	(15,204)	-	689	(14,515)	-	(14,515)
Total comprehensive (loss)/income		-	-	(15,204)	-	64,178	48,974	1,667	50,641
Transactions with owners									
Ordinary shares issued pursuant to:									
- Private placement		96,220	-	-	-	-	96,220	-	96,220
- Exercise of Warrants B		18,459	-	-	-	-	18,459	-	18,459
Net repurchases of treasury shares of the Company		-	-	-	(101,131)	3,948	(97,183)	-	(97,183)
Acquisition of a subsidiary		-	-	-	-	-	-	3,047	3,047
Dividend-in-specie		-	-	-	47,945	(48,236)	(291)	-	(291)
Dividend paid	33	-	-	-	-	(10,135)	(10,135)	-	(10,135)
Dividends paid to non-controlling interests of subsidiaries		-	-	-	-	(2,800)	(2,800)	(2,250)	(5,050)
Partial disposal of interest in a subsidiary		-	-	-	-	10	10	(10)	-
Remeasurement of acquisition of a subsidiary		-	-	-	-	(886)	(886)	-	(886)
Total transactions with owners		114,679	-	-	(53,186)	(58,099)	3,394	787	4,181
Balance as at 31 May 2025, as restated		523,386	273	12,295	(96,381)	160,884	600,457	36,515	636,972

The accompanying notes form an integral part of the financial statements.

Statement of Changes in Equity

For the Financial Year ended 31 May 2026

Company	Note	Share capital RM'000	Treasury shares RM'000	Retained earnings RM'000	Total equity RM'000
Balance as at 1 June 2024		408,707	(43,195)	39,073	404,585
Profit for the financial year		-	-	71,692	71,692
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	71,692	71,692
Transactions with owners					
Ordinary shares issued pursuant to:					
- Private placement		96,220	-	-	96,220
- Exercise of Warrants B		18,459	-	-	18,459
Dividends paid	33	-	-	(10,135)	(10,135)
Dividend-in-specie		-	47,945	(48,236)	(291)
Net repurchases of treasury shares of the Company		-	(101,131)	3,948	(97,183)
Total transactions with owners		114,679	(53,186)	(54,423)	7,070
Balance as at 31 May 2025/1 June 2025		523,386	(96,381)	56,342	483,347
Profit for the financial year		-	-	73,183	73,183
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	73,183	73,183
Transactions with owners					
Ordinary shares issued pursuant to:					
- Exercise of Warrants B		4,620	-	-	4,620
Dividends paid	33	-	-	(10,946)	(10,946)
Dividend-in-specie		-	9,743	(9,881)	(138)
Cancellation of treasury shares		(16,564)	35,127	(18,563)	-
Net repurchases of treasury shares of the Company		-	(31,713)	(4,642)	(36,355)
Total transactions with owners		(11,944)	13,157	(44,032)	(42,819)
Balance as at 31 May 2026		511,442	(83,224)	85,493	513,711

The accompanying notes form an integral part of the financial statements.

Statements of Cash Flows

For the Financial Year ended 31 May 2026

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before tax		118,514	99,123	74,283	72,091
Adjustments for:					
Amortisation of intangible assets	12	679	398	-	-
Bad debts written off		-	541	-	244
Deposits written off		1	43	-	-
Depreciation of investment properties	7	253	177	-	-
Depreciation of property, plant and equipment	5	21,666	19,518	507	473
Depreciation of right-of-use assets	6	11,649	12,216	324	354
Dividend income	29	-	-	(89,759)	(122,515)
Fair value loss on other investments		55	188	-	-
Gain on disposal of property, plant and equipment		(1,963)	(809)	-	(8)
Loss/(Gain) on disposal of right-of-use assets	6(f)	6	(2)	-	(2)
Impairment loss on amounts owing by subsidiaries	17(d)	-	-	377	4,575
Impairment loss on investments in associates	9(b)	18	18	-	-
Impairment loss on investments in subsidiaries	8(b)	-	-	2,811	36,152
Impairment loss on trade and other receivables		4,249	2,181	91	-
Impairment loss on property, plant and equipment	5	16	207	-	-
Interest expense	30	19,483	19,517	4,528	4,779
Interest income		(1,251)	(1,734)	(285)	(1,753)
Inventories written down	15(d)	7,473	843	-	-
Inventories written off	15(d)	1	3	-	-
(Gain)/Loss on reassessments and modifications of leases	6(f)	(176)	7	-	-
Gain on termination of leases	6(f)	(7)	(3)	-	-
Loss on disposal of investment properties		613	-	-	-
Net unrealised (gain)/loss on foreign exchange		(1,046)	2,298	-	-
Property, plant and equipment written off	5	2,813	126	-	-
Provision for retirement benefits	25	113	545	-	-
Reversal of impairment loss on amounts owing by subsidiaries	17(d)	-	-	(2,406)	(215)
Reversal of impairment loss on trade and other receivables		(5,388)	(8,416)	-	-
Share of results of associates	9(h)	(2,995)	(5)	-	-
Operating profit/(loss) before working capital changes		174,776	146,980	(9,529)	(5,825)

Statements of Cash Flows

For the Financial Year ended 31 May 2026

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES (CONTINUED)					
Operating profit/(loss) before working capital changes (continued)		174,776	146,980	(9,529)	(5,825)
Working capital changes:					
Inventories		(45,612)	36,071	-	-
Trade and other receivables		(131,684)	7,853	(6,974)	346
Trade and other payables		74,452	(53,254)	(204)	99
Contract liabilities		(912)	(2,252)	-	-
Amounts owing by associates		588	1,103	180	450
Amounts owing to associates		42	(1,368)	-	-
Cash generated from/(used in) operations		71,650	135,133	(16,527)	(4,930)
Dividend income		-	-	3	-
Retirement benefits paid	25	(368)	(273)	-	-
Tax paid		(27,478)	(27,887)	(1,100)	(399)
Net cash from/(used in) operating activities		43,804	106,973	(17,624)	(5,329)
CASH FLOWS FROM INVESTING ACTIVITIES					
Acquisition of additional interests in an associate		-	(5)	-	-
Additions of right-of-use assets	6(g)	(3,516)	(449)	-	(42)
Interests received		1,251	1,734	285	1,753
Net cash outflow on acquisition of subsidiaries		(7,351)	(7,959)	-	-
Repayments from subsidiaries		-	-	69,622	14,794
Proceeds from disposal of investment properties		2,100	-	-	-
Proceeds from disposal of property, plant and equipment		2,712	1,063	-	8
Proceeds from disposal of right-of-use assets		-	130	-	130
Purchase of other investments		(2,439)	(500)	-	-
Purchase of intangible assets	12	(377)	(252)	-	-
Purchase of property, plant and equipment	5(f)	(27,591)	(24,324)	(46)	(913)
(Placement)/Withdrawal of short term deposits:					
- pledged with licensed banks		(704)	(1,568)	-	-
- with maturity period more than three (3) months		4,291	637	-	-
Shares acquired by non-controlling interest of a subsidiary		200	-	-	-
Net cash (used in)/from investing activities		(31,424)	(31,493)	69,861	15,730

Statements of Cash Flows

For the Financial Year ended 31 May 2026

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
CASH FLOWS FROM FINANCING ACTIVITIES					
Dividend-in-specie		(138)	(291)	(138)	(291)
Dividends paid		(10,946)	(10,135)	(10,946)	(10,135)
Dividends paid to non-controlling interests of subsidiaries		(2,990)	(5,050)	-	-
Drawdowns of term loans		8,504	7,435	-	-
Interests paid		(16,153)	(16,571)	(4,515)	(4,758)
Net drawdowns/(repayments) of other short term borrowings		36,040	(8,587)	-	35
Net repurchases of treasury shares of the Company		(36,355)	(97,183)	(36,355)	(97,183)
Payments of lease liabilities	6	(14,617)	(14,276)	(84)	(236)
Proceeds from issuance of ordinary shares pursuant to:					
- Private placement	21	-	96,220	-	96,220
- Exercise of Warrants B	21	4,620	18,459	4,620	18,459
Repayments of term loans		(17,100)	(26,064)	(4,400)	(14,100)
Net cash used in financing activities		(49,135)	(56,043)	(51,818)	(11,989)
Net (decrease)/increase in cash and cash equivalents		(36,755)	19,437	419	(1,588)
Cash and cash equivalents at beginning of financial year		135,411	119,176	(5,384)	(3,796)
Effects of exchange rate changes on cash and cash equivalents		(2,101)	(3,202)	-	-
		133,310	115,974	(5,384)	(3,796)
Cash and cash equivalents at end of financial year	20(d)	96,555	135,411	(4,965)	(5,384)

Statements of Cash Flows

For the Financial Year ended 31 May 2026

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Borrowings*					
Balance as at 1 June 2025/2024		316,273	337,427	38,100	52,165
Cash flows					
- Drawdown of term loans		8,504	7,435	-	-
- Repayments of term loans		(17,100)	(26,064)	(4,400)	(14,100)
- Net drawdowns/(repayments) of other short term borrowings		36,040	(8,587)	-	35
Non-cash flows:					
- Acquisition of subsidiaries		10,012	12,515	-	-
- Unrealised loss on foreign exchange		(67)	268	-	-
- Effect of foreign exchange		(2,647)	(6,721)	-	-
Balance as at 31 May 2026/2025		351,015	316,273	33,700	38,100
Lease liabilities					
Balance as at 1 June 2025/2024		59,232	10,690	313	152
Cash flows		(14,617)	(14,276)	(84)	(236)
Non-cash flows:					
- Additions		4,941	23,930	-	376
- Effect of foreign exchange		(602)	496	-	-
- Reassessments/Modifications		(27)	34,815	-	-
- Termination		(29)	(83)	-	-
- Accretion of interest expense		3,330	2,946	13	21
- Acquisition of subsidiaries		-	714	-	-
Balance as at 31 May 2026/2025	6	52,228	59,232	242	313

* Excluding bank overdrafts of the Group and of the Company of RM8,407,000 (2025: RM6,819,000) and RM6,414,000 (2025: RM6,819,000) respectively.

The accompanying notes form an integral part of the financial statements.

Notes to the Financial Statements

31 May 2026

1. CORPORATE INFORMATION

Ancom Nylex Berhad ("ANB" or "the Company") is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities").

The registered office of the Company is located at Level 13, Menara 1 Sentrum, 201, Jalan Tun Sambanthan, Brickfields, 50470 Kuala Lumpur, Malaysia.

The principal place of business of the Company is located at No. 2A, Jalan 13/2, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

The consolidated financial statements for the financial year ended 31 May 2026 comprise the Company and its subsidiaries and the interests of the Group in associates and a joint venture. These financial statements are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Company. All financial information presented in RM has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 9 September 2026.

2. PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities and the details of the subsidiaries are disclosed in Note 40 to the financial statements. There have been no significant changes in the nature of the activities of the Company and its subsidiaries during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new Amendments to MFRSs during the financial year. The Amendments to MFRSs adopted during the financial year are disclosed in Note 41.1 to the financial statements.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

Notes to the Financial Statements

31 May 2026

4. OPERATING SEGMENTS

The Group's operations comprise the following main operating segments:

Investment holding : Investment holding

Agricultural chemicals : Manufacture, trading and sale of agricultural chemical products

Industrial chemicals : Manufacture, trading and sale of petrochemicals and industrial chemical products

Logistics : Ship-owning, ship-operating, land transportation, container haulage, bulk cargo handling, chemicals warehousing and related services

Polymer : Manufacturing and marketing of polymer products

Others mainly comprise media, information technology, manufacturing, sales of electrical component products, medical equipment and electrical businesses and property development.

The accounting policies of operating segments are the same as those described in the respective notes to the financial statements. The Group evaluates performance on the basis of profit or loss from operations before tax. These policies have been applied consistently throughout the current and previous financial years.

The Group's chief operating decision maker monitors the operating results of its business units separately for the purpose of making decisions on resource allocation and performance assessment.

The inter-segment assets are adjusted against the segment assets to arrive at total assets reported in the consolidated statement of financial position.

The inter-segment liabilities are adjusted against the segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position.

Notes to the Financial Statements

31 May 2026

4. OPERATING SEGMENTS (CONTINUED)

(a) Operating segment

2026	Investment holding and others RM'000	Agricultural chemicals RM'000	Industrial chemicals RM'000	Logistics RM'000	Polymer RM'000	Elimination and adjustments RM'000	Total RM'000
Revenue							
External sales	86,544	505,806	1,220,123	47,019	66,866	-	1,926,358
Inter-segment sales	99,322	120,967	-	8,272	14	(228,575)	-
Total revenue	185,866	626,773	1,220,123	55,291	66,880	(228,575)	1,926,358
Segment (loss)/profit before tax							
Interest income	(26,625)	89,901	48,964	6,757	(1,974)	1,491	118,514
Depreciation and amortisation	2,691	482	555	14	77	(2,568)	1,251
Share of results of associates	(3,941)	(9,896)	(13,197)	(8,606)	(3,124)	4,517	(34,247)
Interest expense	2,995	-	-	-	-	-	2,995
Other material non-cash items:	(9,725)	(3,628)	(6,107)	(3,006)	(2)	2,985	(19,483)
Impairment loss on investments in associates	(18)	-	-	-	-	-	(18)
Impairment loss on property, plant and equipment	(16)	-	-	-	-	-	(16)
Inventories written down	-	-	(6,881)	-	(592)	-	(7,473)
Net gain/(losses) of impairment on financial assets	181	(1,166)	2,592	(468)	-	-	1,139
Net unrealised gain/(loss) on foreign exchange	27	1,509	(512)	(148)	170	-	1,046
Property, plant and equipment written off	-	(181)	(2,632)	-	-	-	(2,813)
Segment assets	300,852	431,564	502,887	99,852	65,892	(8,260)	1,392,787
Investments in associates	217	762	9,168	-	-	(5,664)	4,483
Goodwill on consolidation	3,931	20,299	64,489	-	94	-	88,813
Additions to property, plant and equipment and intangible assets	2,706	10,800	7,984	3,409	3,069	-	27,968
Segment liabilities	166,647	142,461	319,859	82,878	15,990	390	728,225

Notes to the Financial Statements

31 May 2026

4. OPERATING SEGMENTS (CONTINUED)

(a) Operating segment (continued)

2025	Investment holding and others RM'000	Agricultural chemicals RM'000	Industrial chemicals RM'000	Logistics RM'000	Polymer RM'000	Elimination and adjustments RM'000	Total RM'000
Revenue							
External sales	53,699	544,706	1,154,893	46,889	74,453	-	1,874,640
Inter-segment sales	131,521	130,344	2,699	7,697	-	(272,261)	-
Total revenue	185,220	675,050	1,157,592	54,586	74,453	(272,261)	1,874,640
Segment (loss)/profit before tax							
Interest income	(27,435)	93,215	21,404	8,487	3,731	(279)	99,123
Depreciation and amortisation	4,246	1,087	1,094	33	114	(4,840)	1,734
Share of results of associates	(3,761)	(9,797)	(11,614)	(7,630)	(3,456)	3,949	(32,309)
Interest expense	5	-	-	-	-	-	5
Other material non-cash items:	(7,896)	(5,954)	(7,871)	(3,028)	(11)	5,243	(19,517)
Impairment loss on investments in associates	(18)	-	-	-	-	-	(18)
Impairment loss on property, plant and equipment	-	(207)	-	-	-	-	(207)
Inventories written down	-	(43)	(771)	-	(29)	-	(843)
Net gain/(losses) of impairment on financial assets	601	5,758	8	25	(157)	-	6,235
Net unrealised gain/(loss) on foreign exchange	173	(903)	(1,379)	(184)	(5)	-	(2,298)
Property, plant and equipment written off	(47)	(79)	-	-	-	-	(126)
Segment assets, as restated	210,451	429,457	407,847	109,559	85,723	6,721	1,249,758
Investments in associates	228	762	8,466	-	-	(7,950)	1,506
Goodwill on consolidation	1,916	17,941	68,115	-	94	-	88,066
Additions to property, plant and equipment and intangible assets	2,890	6,230	13,895	10,639	450	-	34,104
Segment liabilities, as restated	93,657	148,092	263,965	96,418	16,590	(5,936)	612,786

Notes to the Financial Statements

31 May 2026

4. OPERATING SEGMENTS (CONTINUED)

(b) Geographical segment

In determining the geographical segment of the Group, revenue is based on the geographical location of customers. Segment assets are based on the geographical location of the assets.

	Revenue		Segment assets	
	2026	2025	2026	2025 (Restated)
	RM'000	RM'000	RM'000	RM'000
Malaysia	1,262,545	1,250,849	1,207,941	1,096,595
Singapore	89,776	105,112	125,209	85,474
Indonesia	109,761	103,824	44,842	47,973
Other Southeast Asian countries	161,379	139,770	6,687	7,047
Other Asian countries	71,366	47,470	8,108	12,669
Australia and New Zealand	55,407	46,697	-	-
North and South America	133,686	139,922	-	-
Africa	42,350	40,803	-	-
Europe	88	193	-	-
	1,926,358	1,874,640	1,392,787	1,249,758

(c) Major customers

There are no major customers with revenue equal or more than ten percent (10%) of the Group's revenue.

Notes to the Financial Statements

31 May 2026

5. PROPERTY, PLANT AND EQUIPMENT

Group	Balance as at 1.6.2025 RM'000	Reclassification RM'000	Additions RM'000	Impairment RM'000	Disposals RM'000	Depreciation charge for the financial year RM'000	Foreign exchange differences RM'000	Written off RM'000	Reclassification from right-of-use assets (Note 6) RM'000	Reclassification to investment properties (Note 7) RM'000	Acquisition of a subsidiary (Note 8) RM'000	Balance as at 31.5.2026 RM'000
2026	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Carrying amount												
Freehold land	1,016	-	-	-	-	-	-	-	-	-	-	1,016
Buildings	52,895	2,059	9,401	-	-	(2,016)	(585)	(459)	-	(123)	98	61,270
Bearer plants	1,771	-	311	-	-	-	-	-	-	-	-	2,082
Plant and machinery	94,969	8,619	6,895	-	(563)	(12,012)	(785)	(2,260)	741	-	-	95,604
Vessel and equipment	51,244	-	125	-	-	(3,343)	-	-	-	-	-	48,026
Motor vehicles	7,391	(224)	1,936	-	(174)	(2,336)	(383)	-	-	-	265	6,475
Furniture, fittings and office equipment	5,575	386	1,270	(16)	(12)	(1,402)	(9)	(94)	-	-	56	5,754
Renovation	6,271	-	714	-	-	(557)	-	-	-	-	35	6,463
Assets under construction	38,741	(10,840)	6,939	-	-	-	-	-	-	-	-	34,840
	259,873	-	27,591	(16)	(749)	(21,666)	(1,762)	(2,813)	741	(123)	454	261,530
At 31.5.2026												
									Cost RM'000	Accumulated depreciation and impairment RM'000		Carrying amount RM'000
Freehold land									1,016	-		1,016
Buildings									88,152	(26,882)		61,270
Bearer plants									2,082	-		2,082
Plant and machinery									275,266	(179,662)		95,604
Vessel and equipment									81,292	(33,266)		48,026
Motor vehicles									31,424	(24,949)		6,475
Furniture, fittings and office equipment									30,521	(24,767)		5,754
Renovation									13,678	(7,215)		6,463
Assets under construction									34,840	-		34,840
									558,271	(296,741)		261,530

31 May 2026

Group	Balance as at 1.6.2024 RM'000	Reclassification RM'000	Additions RM'000	Impairment RM'000	Disposals RM'000	Depreciation charge for the financial year RM'000	Foreign exchange differences RM'000	Written off RM'000	Acquisition of a subsidiary RM'000	Balance as at 31.5.2025 RM'000
2025										
Carrying amount										
Freehold land	1,016	-	-	-	-	-	-	-	-	1,016
Buildings	55,054	70	384	-	(2)	(2,101)	(510)	-	-	52,895
Bearer plants	1,652	-	119	-	-	-	-	-	-	1,771
Plant and machinery	88,324	13,420	5,124	(207)	(23)	(10,981)	(783)	(15)	110	94,969
Vessel and equipment	53,385	-	994	-	-	(3,135)	-	-	-	51,244
Motor vehicles	8,094	-	804	-	(191)	(2,038)	(16)	-	738	7,391
Furniture, fittings and office equipment	4,433	257	1,698	-	(38)	(738)	(16)	(111)	90	5,575
Renovation	5,502	-	1,294	-	-	(525)	-	-	-	6,271
Assets under construction	29,053	(13,747)	23,435	-	-	-	-	-	-	38,741
	246,513	-	33,852	(207)	(254)	(19,518)	(1,325)	(126)	938	259,873

	At 31.5.2025	
	Cost RM'000	Accumulated depreciation and impairment RM'000
		Carrying amount RM'000
Freehold land	1,016	1,016
Buildings	81,864	(28,969)
Bearer plants	1,771	-
Plant and machinery	285,888	(190,919)
Vessel and equipment	81,168	(29,924)
Motor vehicles	31,264	(23,873)
Furniture, fittings and office equipment	37,022	(31,447)
Renovation	12,855	(6,584)
Assets under construction	38,741	-
	571,589	(311,716)
		259,873

Notes to the Financial Statements

31 May 2026

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company

	Balance as at 1.6.2025 RM'000	Additions RM'000	Depreciation charge for the financial year RM'000	Balance as at 31.5.2026 RM'000
2026				
Carrying amount				
Buildings	4,593	-	(126)	4,467
Furniture, fittings and office equipment	430	43	(66)	407
Renovation	1,653	3	(315)	1,341
	6,676	46	(507)	6,215

	At 31.5.2026		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Buildings	6,327	(1,860)	4,467
Motor vehicles	946	(946)	-
Furniture, fittings and office equipment	1,823	(1,416)	407
Renovation	6,572	(5,231)	1,341
	15,668	(9,453)	6,215

	Balance as at 1.6.2024 RM'000	Additions RM'000	Depreciation charge for the financial year RM'000	Balance as at 31.5.2025 RM'000
2025				
Carrying amount				
Buildings	4,720	-	(127)	4,593
Furniture, fittings and office equipment	457	36	(63)	430
Renovation	1,059	877	(283)	1,653
	6,236	913	(473)	6,676

	At 31.5.2025		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Buildings	6,327	(1,734)	4,593
Motor vehicles	946	(946)	-
Furniture, fittings and office equipment	1,780	(1,350)	430
Renovation	6,569	(4,916)	1,653
	15,622	(8,946)	6,676

Notes to the Financial Statements

31 May 2026

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

- (a) Property, plant and equipment are initially measured at cost. After initial recognition, property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any.
- (b) Bearer plants represent immature durian plantations and are depreciated when the plantation starts to be harvested. Durian bearer plants are depreciated over their useful life from year six (6) to year thirty (30). No depreciation is provided on the immature durian bearer plants from year one (1) to year five (5).

All costs directly related to bearer plant are capitalised until such time the bearer plant reach maturity, at which point all further costs are expensed and depreciation commences. Such costs include planting, cultivating and other upkeep costs and an allocation of overhead costs.

- (c) Freehold land has unlimited useful life and is not depreciated. Assets under construction are not depreciated until such time when the asset is available for use.

Assets under construction mainly comprised building and plant under construction or installation for intended use as production facilities.

Depreciation on other property, plant and equipment is calculated to write off the cost of the assets to their residual values on a straight line basis over their estimated useful lives. The principal annual depreciation rates are as follows:

Buildings	1.0% - 8.0%
Plant and machinery	5% - 33.3%
Vessel and equipment	3.8% - 50.0%
Motor vehicles	10.0% - 25.0%
Furniture, fittings and office equipment	7.0% - 33.3%
Renovation	2.0% - 33.3%

- (d) Chemical tanks categorised under plant and machinery were previously depreciated over the shorter of their useful life or the original lease term. In the previous financial year, in light of the lease extension as disclosed in Note 6(c) to the financial statements, the remaining useful lives of these tanks were revised to reflect the extended lease term. The change in estimated useful lives resulted in a decrease in depreciation of the plant and machinery by RM2,215,000 in the previous financial year, leading to a corresponding increase in profit before tax.
- (e) As at 31 May 2026, certain buildings of the Group and of the Company with a total carrying amount of RM32,311,000 (2025: RM32,855,000) and RM4,467,000 (2025: RM4,593,000) respectively have been charged to licensed banks for banking facilities granted to the Company and subsidiaries as disclosed in Note 23 to the financial statements.
- (f) During the financial year, the Group and the Company made the following cash payments to purchase property, plant and equipment:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Additions of property, plant and equipment	27,591	33,852	46	913
Reclassification from prepayments	-	(9,528)	-	-
Cash outflow for acquisition for property, plant and equipment	27,591	24,324	46	913

31 May 2026

Right-of-use assets

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6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)

Right-of-use assets (continued)

2025	Balance as at 1.6.2024 RM'000	Additions RM'000	Disposal RM'000	Reassessments/ Modifications RM'000	Depreciation charge for the financial year RM'000	Foreign exchange differences RM'000	Termination RM'000	Acquisition of a subsidiary RM'000	Balance as at 31.5.2025 RM'000
Group									
Carrying amount									
Leasehold land	76,155	227	-	34,439	(1,997)	(502)	(15)	-	108,307
Buildings	2,802	2,050	-	369	(1,945)	(61)	(64)	335	3,486
Storage tanks	2,212	16,529	-	-	(6,218)	40	-	-	12,563
Motor vehicles	5,503	3,461	(128)	-	(1,183)	-	-	-	7,653
Plant and machinery	1,105	2,030	-	-	(767)	-	-	-	2,368
Office equipment	138	82	-	-	(106)	-	(1)	-	113
	87,915	24,379	(128)	34,808	(12,216)	(523)	(80)	335	134,490

Company	Balance as at 1.6.2024 RM'000	Additions RM'000	Disposal RM'000	Depreciation charge for the financial year RM'000	Balance as at 31.5.2025 RM'000
Carrying amount					
Leasehold land	20,447	-	-	(241)	20,206
Motor vehicles	164	418	(128)	(113)	341
	20,611	418	(128)	(354)	20,547

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6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)

Lease liabilities

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Balance as at 1 June 2025/2024	59,232	10,690	313	152
Additions	4,941	23,930	-	376
Reassessments/Modifications	(27)	34,815	-	-
Termination	(29)	(83)	-	-
Lease payments	(14,617)	(14,276)	(84)	(236)
Acquisition of subsidiaries	-	714	-	-
Accretion of interest expense	3,330	2,946	13	21
Foreign exchange differences	(602)	496	-	-
Balance as at 31 May 2026/2025	52,228	59,232	242	313
Represented by:				
Current liabilities	11,506	11,278	75	71
Non-current liabilities	40,722	47,954	167	242
	52,228	59,232	242	313
Lease liabilities owing to financial institutions	4,105	5,277	242	313
Lease liabilities owing to non-financial institutions	48,123	53,955	-	-
	52,228	59,232	242	313

- (a) The Group and the Company lease a number of properties and storage tanks in the location which it operates. In some property and storage tanks leases the periodic rent increases each year by inflation and/or in others to be reset periodically to market rental rates. In some property leases the periodic rent is fixed over the lease term. The Group also leases certain items of plant and machinery and office equipment. In some contracts for services with distributors, those contracts contain a lease of vehicles. Leases of plant and machinery, office equipment and vehicles comprise only fixed payments over the lease terms.

The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of the lease liabilities.

Notes to the Financial Statements

31 May 2026

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)

- (b) The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Leasehold land	5 to 99 years
Buildings	2 to 5 years
Storage tanks	2 to 8 years
Motor vehicles	2 to 5 years
Plant and machinery	2 to 5 years
Office equipment	2 to 5 years

- (c) In the previous financial year, the Group entered into an agreement to extend the lease term of a leasehold land of a subsidiary to 46 years. As a result, the Group remeasured the related right-of-use assets and lease liabilities accordingly.
- (d) As at 31 May 2026, certain leasehold land of the Group and of the Company with a total carrying amount of RM29,557,000 (2025: RM30,209,000) and RM19,965,000 (2025: RM20,206,000) respectively have been charged to licensed banks for banking facilities granted to the Company and subsidiaries as disclosed in Note 23 to the financial statements.
- (e) The Group has certain leases of assets with lease term of twelve (12) months or less and low value leases of RM20,000 and below. The Group applies the “short-term lease” and “lease of low-value assets” exemptions for these leases.
- (f) The following are the amounts recognised in profit or loss:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Represented by:				
Depreciation charge on right-of-use assets (included in cost of sales, distribution costs and administrative expenses)	11,649	12,216	324	354
Interest expense on lease liabilities (included in finance costs)	3,330	2,946	13	21
Loss/(Gain) on disposal of right-of-use assets (included in other operating expenses/income)	6	(2)	-	(2)
Gain on termination of leases (included in other operating income)	(7)	(3)	-	-
(Gain)/Loss on reassessments and modifications of leases (included in other operating expenses)	(176)	7	-	-
Expense relating to short-term leases and leases of low-value assets (included in administrative expenses)	780	708	-	-
	15,582	15,872	337	373

Notes to the Financial Statements

31 May 2026

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)

(g) Total cash outflows for leases of the Group and of the Company are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
<u>Included in net cash from/(used in) operating activities</u>				
Payments relating to short-term leases and leases of low value assets	780	708	-	-
<u>Included in net cash (used in)/from investing activities</u>				
Additions of right-of-use assets	3,516	449	-	42
<u>Included in net cash used in financing activities</u>				
Payments relating to lease liabilities	14,617	14,276	84	236
Total cash outflows for leases	18,913	15,433	84	278

31 May 2026

Group

Group

Notes to the Financial Statements

31 May 2026

7. INVESTMENT PROPERTIES (CONTINUED)

- (a) Investment properties of the Group are held to earn rental yields or for capital appreciation or for both and are not occupied by the Group. Investment properties are initially measured at cost, including transaction costs. After initial recognition, investment properties are stated at cost less accumulated depreciation and accumulated impairment losses, if any.
- (b) Depreciation is calculated to write off the cost of the investment properties to their residual values on a straight line basis over their estimated useful lives. The principal depreciation periods for the investments properties are fifty (50) years.
- (c) Rental income generated from rental of investment properties of the Group during the financial year amounted to RM563,000 (2025: RM282,000). Direct operating expenses from investment properties which generated rental income to the Group during the financial year amounted to RM92,000 (2025: RM140,000).
- (d) The fair value of investment properties for disclosure purposes, which are at Level 3 fair value, was recommended by the Directors as at the end of reporting period based on indicative market value of similar properties in the vicinity on a price per square foot basis.
- (e) The investment properties of the Group are mainly used to generate rental income. However, the fair value of the investment properties reflects the highest and best use of the said properties should the investment properties be disposed. Currently, management does not intend to dispose off the investment properties and the existing use of the investment properties remains for rental purposes.
- (f) As at 31 May 2026, certain land and buildings of the Group with a total carrying amount of RM10,903,000 (2025: RM11,722,000) have been charged to licensed banks for banking facilities granted to a subsidiary as disclosed in Note 23 to the financial statements.
- (g) During the financial year, the Group received a property from a third party as settlement of an outstanding receivable amounting to RM455,000. Following the transfer of ownership, the carrying amount of the receivable was reclassified to investment property as the property is held for rental yield and/or capital appreciation.

Notes to the Financial Statements

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8. INVESTMENTS IN SUBSIDIARIES

	Company	
	2026 RM'000	2025 RM'000
Quoted shares in Malaysia, at cost	2,694	2,694
Unquoted shares, at cost	624,809	500,012
Equity loans	120,000	120,000
Equity contributions in subsidiaries in respect of ESOS	6,513	6,513
	754,016	629,219
Less: Impairment losses	(168,155)	(166,547)
	585,861	462,672

- (a) Investments in subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

All components of non-controlling interests shall be initially measured at fair value on the acquisition date, unless another measurement basis is required by MFRS. The choice of the measurement basis is made on a combination-by-combination basis. Subsequent to initial recognition, the carrying amount of the non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

- (b) Management reviews the investments in subsidiaries for impairment when there is an indication of impairment. The recoverable amounts of the investments in subsidiaries are assessed by reference to the higher of fair value less cost of disposal ("FVLCD") of the underlying assets or the value-in-use of the respective subsidiaries. For FVLCD calculations, the recoverable amount is estimated based on the adjusted net asset approach, whereby the fair value of the subsidiaries was estimated by reference to the net assets attributable to the equity holders of the subsidiaries at the reporting date. The net assets were considered an appropriate proxy for their recoverable amounts based on FVLCD method and are within Level 3 of fair value hierarchy. The value-in-use is the net present value of the projected future cash flows derived from the business operations of the respective subsidiaries discounted at an appropriate pre-tax discount rate. For such discounted cash flow method, it involves the use of estimated future results and a set of assumptions to support their income and cash flows. Significant judgements and estimates are applied to determine the key assumptions applied to the cash flow projections, which includes the profit margins, growth rates, and the appropriate pre-tax discount rates used for each of the subsidiary. Impairment losses are made when the carrying amount of the investments in subsidiaries exceed its recoverable amount.

During the financial year, an impairment loss of RM2,811,000 (2025: RM36,152,000) was recognised within the other operating expenses in statements of profit or loss to bring the carrying amount to their recoverable amount due to decline in operations of certain subsidiaries of the Company.

- (c) The details of the subsidiaries are disclosed in Note 40(a) to the financial statements.
- (d) Quoted investments in subsidiaries with a carrying amount of RM547,000 (2025: RM547,000) and quoted investments held by subsidiaries with a carrying amount of RM3,600,000 (2025: RM8,493,000) have been charged to licensed banks for credit facilities granted to the Company and a subsidiary as disclosed in Note 23 to the financial statements.

Unquoted investments in subsidiaries held by subsidiaries with total carrying amounts of RM244,091,000 (2025: RM134,534,000) have been charged to licensed banks for credit facilities granted to the Company and a subsidiary as disclosed in Note 23 to the financial statements.

Notes to the Financial Statements

31 May 2026

8. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(e) The subsidiaries of the Group that have material non-controlling interests ("NCI") are as follows:

	Nylex (Malaysia) Berhad RM'000	Ancom Logistics Berhad RM'000	One Chem Terminal Sdn. Bhd. RM'000	Others* RM'000	Total RM'000
2026					
NCI percentage of ownership interest and voting interest (%)	57.8%	66.0%	49.0%		
Carrying amount of NCI	8,609	9,789	7,010	11,854	37,262
(Loss)/Profit allocated to NCI	(1,192)	(1,329)	530	3,376	1,385
Other comprehensive income allocated to NCI	-	-	-	-	-
Total comprehensive (loss)/ income allocated to NCI	(1,192)	(1,329)	530	3,376	1,385
2025 (Restated)					
NCI percentage of ownership interest and voting interest (%)	57.8%	66.0%	49.0%		
Carrying amount of NCI	10,272	11,118	6,480	8,645	36,515
(Loss)/Profit allocated to NCI	(724)	(660)	930	2,121	1,667
Other comprehensive income allocated to NCI	-	-	-	-	-
Total comprehensive (loss)/ income allocated to NCI	(724)	(660)	930	2,121	1,667

* The NCI of all other subsidiaries that are not wholly-owned by the Group are deemed to be immaterial.

Notes to the Financial Statements

31 May 2026

8. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

- (f) The summarised financial information before intra-group elimination of the subsidiaries that have material NCI as at the end of each reporting period are as follows:

	Nylex (Malaysia) Berhad RM'000	Ancom Logistics Berhad RM'000	One Chem Terminal Sdn. Bhd. RM'000
2026			
Assets and liabilities			
Non-current assets	7,785	79,865	16,808
Current assets	7,314	16,493	1,951
Non-current liabilities	-	(52,302)	(3,670)
Current liabilities	(205)	(20,591)	(784)
Net assets	14,894	23,465	14,305
Results			
Revenue	241	35,200	6,980
(Loss)/Profit for the financial year	(2,062)	(342)	1,082
Total comprehensive (loss)/income	(2,062)	(342)	1,082
Cash flows (used in)/from operating activities	(3,209)	11,138	(1,998)
Cash flows from/(used in) investing activities	183	(2,109)	(69)
Cash flows used in financing activities	-	(8,698)	(59)
Net (decrease)/increase in cash and cash equivalents	(3,026)	331	(2,126)
2025			
Assets and liabilities			
Non-current assets	7,785	80,174	18,144
Current assets	9,350	15,048	2,647
Non-current liabilities	-	(54,209)	(3,965)
Current liabilities	(179)	(16,226)	(3,603)
Net assets	16,956	24,787	13,223
Results			
Revenue	174	33,382	7,504
(Loss)/Profit for the financial year	(1,456)	707	1,897
Total comprehensive (loss)/income	(1,456)	707	1,897
Cash flows (used in)/from operating activities	(2,195)	5,625	3,196
Cash flows from/(used in) investing activities	282	(6,508)	(2,185)
Cash flows from/(used in) financing activities	-	904	(110)
Net (decrease)/increase in cash and cash equivalents	(1,913)	21	901

During the financial year, dividends paid to non-controlling interests of subsidiaries amounted to RM2,990,000 (2025: RM2,250,000).

Notes to the Financial Statements

31 May 2026

8. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

8.1 Acquisition of subsidiaries

(a) The Group via its wholly-owned subsidiary, Ancom Crop Care Sdn. Bhd. ("ACC"), had on 1 June 2025 entered into a Share Sale Agreement for the acquisition of 90,000 ordinary shares or 80% equity interest in Flexis Solutions Sdn. Bhd. ("Flexis") for a cash consideration of RM8,500,000, as follows:

- (i) a sum of RM6,400,000 paid to the vendors upon the delivery and/or procurement of the transaction documents; and
- (ii) contingent considerations of RM2,100,000.

The acquisition of Flexis was completed on 23 June 2025.

The fair values of the identifiable assets and liabilities acquired and the effects on cash flows arising from the acquisition were as follows:

	Note	Group RM'000
Intangible assets	12	7,149
Trade and other receivables		355
Inventories		371
Cash and bank balances		738
Deferred tax liabilities	14	(1,716)
Trade and other payables		(532)
Current tax liabilities		(46)
Total fair value of identified net asset		6,319
Non-controlling interest at the date of acquisition		(177)
Provisional goodwill on acquisition		2,358
Total fair value at purchase consideration		8,500
Less:		
Cash and cash equivalents of a subsidiary		(738)
Contingent considerations (second and third tranches)		(2,100)
Net cash outflow on acquisition		5,662

The second and third tranches contingent considerations, which have been agreed upon as part of the Share Sale Agreement with the previous owner of Flexis are derived from specified operational milestones.

The goodwill is provisional pending completion of the purchase price allocation ("PPA"). The goodwill, fair value of assets acquired and liabilities assumed on acquisition would be adjusted accordingly upon completion of the PPA.

For the financial year ended 31 May 2026, the acquisition contributed revenue of RM7,411,000 and profit after tax of RM926,000. Had the acquisition occurred on 1 June 2025, the revenue and profit after tax contributed to the Group would have been RM7,858,000 and RM1,040,000 respectively.

Notes to the Financial Statements

31 May 2026

8. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

8.1 Acquisition of subsidiaries (continued)

(b) The Group via its wholly-owned subsidiary, Ancom Healthcare Sdn. Bhd., had on 23 May 2025 entered into a Share Sale Agreement for the acquisition of 600,000 ordinary shares or 60% equity interest in H2H Medicare Group Sdn. Bhd. ("H2H") for a cash consideration of RM5,000,000, as follows:

- (i) a sum of RM4,000,000 paid to the vendors upon the delivery and/or procurement of the transaction documents; and
- (ii) a contingent consideration of RM1,000,000.

The acquisition of H2H was completed on 25 July 2025.

The fair values of the identifiable assets and liabilities acquired and the effects on cash flows arising from the acquisition were as follows:

	Note	Group RM'000
Property, plant and equipment	5	454
Investment properties	7	2,232
Trade and other receivables		5,122
Inventories		8,005
Cash and bank balances		2,311
Borrowings		(10,012)
Trade and other payables		(2,734)
Current tax liabilities		(440)
Total fair value of identified net asset		4,938
Non-controlling interest at the date of acquisition		(1,975)
Provisional goodwill on acquisition		2,037
Total fair value at purchase consideration		5,000
Less:		
Cash and cash equivalents of a subsidiary		(2,311)
Contingent consideration		(1,000)
Net cash outflow on acquisition		1,689

The contingent consideration which has been agreed upon as part of the Share Sale Agreement with the previous owner of H2H is derived from specified operational milestones.

The goodwill is provisional pending completion of the PPA. The goodwill, fair value of assets acquired and liabilities assumed on acquisition would be adjusted accordingly upon completion of the PPA.

For the financial year ended 31 May 2026, the acquisition contributed revenue of RM40,869,000 and profit after tax of RM330,000. Had the acquisition occurred on 1 June 2025, the revenue and profit after tax contributed to the Group would have been RM48,217,000 and RM593,000 respectively.

Notes to the Financial Statements

31 May 2026

8. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

8.1 Acquisition of subsidiaries (continued)

- (c) In the previous financial year, the Group via its wholly-owned subsidiary, Nylex Holdings Sdn. Bhd. ("NHSB"), entered into a Share Sale Agreement for the acquisition of 1,400,000 ordinary shares or 70% equity interest in Colorex Sdn. Bhd. ("Colorex") for a cash consideration of RM14,000,000. The Group had recognised goodwill of RM6,542,000 on a provisional basis.

During the financial year ended 31 May 2026, the Group has completed the PPA exercise to determine the fair values of the net assets of Colorex in accordance with the requirements of MFRS 3 *Business Combinations*.

The details are as follows:

	Group RM'000
Provisional goodwill on acquisition	6,542
Final goodwill	6,890
Increase in goodwill	348

The adjusted fair values of Colorex's identifiable assets, liabilities and contingent liabilities have been reflected in the statements of financial positions as at 31 May 2025.

Below are the effects of the final PPA adjustments in accordance with MFRS 3:

As at 31 May 2025	As previously stated RM'000	Adjustments RM'000	As restated RM'000
Statements of financial position			
Non-current assets			
Investment properties	12,319	(95)	12,224
Goodwill on consolidation	87,718	348	88,066
Current liabilities			
Trade and other payables	(193,167)	(402)	(193,569)
Equity			
Non-controlling interests	(36,664)	149	(36,515)

Notes to the Financial Statements

31 May 2026

8. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

8.2 Subscription of additional new ordinary shares in subsidiaries

- (a) During the financial year, the Company had subscribed additional 175,650 new ordinary shares in its wholly-owned subsidiary, Ancom Agrichemical Sdn. Bhd. ("AGC") at an issue price of RM643.00 per ordinary share via capitalisation of amount due from the subsidiary, which amounted to RM113,000,000. The Company's interest in AGC remained the same after the subscription.
- (b) During the financial year, the Company had subscribed additional 1,300,000 new ordinary shares in its wholly-owned subsidiary, Ancom Management Services Sdn. Bhd. ("AMS") at an issue price of RM10.00 per ordinary share via capitalisation of amount due from the subsidiary, which amounted to RM13,000,000. The Company's interest in AMS remained the same after the subscription.

8.3 Dilution of equity interests in a subsidiary

In the previous financial year, the Group disposed of 40,776 ordinary shares, representing 40% equity interests in Trinity Diligent Sdn. Bhd. ("TDSB"). Upon completion of the disposal, TDSB became a 60% owned subsidiary of the Group.

8.4 Common control transactions

In the previous financial year, Syarikat Wandeerfull Sdn. Bhd. disposed of its entire equity interest in Ancom Healthcare Sdn. Bhd. to the Company for a cash consideration of RM1.

8.5 Equity loans

Equity loans to subsidiaries, which are unsecured, interest-free and settlement is neither planned nor likely to occur in the foreseeable future, and are considered to be part of the investments of the Company in providing the subsidiaries with a long term source of additional capital.

9. INVESTMENTS IN ASSOCIATES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Unquoted shares, at cost	20,265	20,265	9,149	9,149
Share of post-acquisition reserves	(8,371)	(11,366)	-	-
	11,894	8,899	9,149	9,149
Less: Impairment losses	(7,411)	(7,393)	(9,149)	(9,149)
	4,483	1,506	-	-

- (a) Investments in associates are measured at cost less impairment losses in the separate financial statements of the Company and accounted for using the equity method in the consolidated financial statements.
- (b) During the financial year, an impairment loss of RM18,000 (2025: RM18,000) was recognised within the other operating expenses in statements of profit or loss of the Group to bring the carrying amount of the investments in associates to their recoverable amount due to decline in operations of certain associates of the Group. The net assets of these associates were used as a proxy for their recoverable amount based on FVLCD method.

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9. INVESTMENTS IN ASSOCIATES (CONTINUED)

- (c) In the previous financial year, the Group via its wholly-owned subsidiary, ACC acquired additional 50,000 ordinary shares, representing 5% equity interest in Trevi Properties Sdn. Bhd. ("Trevi") for a total consideration of RM5,000. Upon completion of the acquisition, the shareholding in Trevi increased from 25% to 30%. The acquisition did not have any material impact to the Group.
- (d) In the previous financial year, the Group via its wholly-owned subsidiary, Redberry Holdings Sdn. Bhd. acquired 387,750 ordinary shares, representing 35.25% equity interest in Meru Utama Sdn. Bhd. ("Meru") for a total consideration of RM1. The acquisition did not have any material impact to the Group.
- (e) Meru, DJ Money Matters Sdn. Bhd. ("DJ Money") and Trevi have a financial year end of 31 March, 30 April and 30 June respectively. Therefore, the financial statements of Meru, DJ Money and Trevi are not coterminous with the Group. In applying the equity method of accounting, the unaudited management accounts of Meru, DJ Money and Trevi for financial period ended 31 May 2026 have been used. The use of the unaudited management accounts is not expected to have any significant effects on the consolidated financial statements of the Group.
- (f) The details of the associates are disclosed in Note 40(b) to the financial statements.
- (g) Summarised financial information of the associates are not disclosed as it is immaterial to the Group.
- (h) The aggregate amount of the associates results shared by the Group during the financial year are as follows:

	Group	
	2026 RM'000	2025 RM'000
Share of profit	2,995	5
Share of other comprehensive income	-	-
Share of total comprehensive income	2,995	5

- (i) In the previous financial year, Advanced Technology Studies Centre Sdn. Bhd. had been struck off from the register and dissolved on 21 April 2025, following the publication of the notice of striking off pursuant to Section 551(3) of the Company Act 2016. There was no financial impact to the financial position and financial performance of the Group arising from the dissolution.

10. INVESTMENT IN A JOINT VENTURE

	Group	
	2026 RM'000	2025 RM'000
Unquoted shares, at cost	540	540
Share of post-acquisition reserves	(540)	(540)
	-	-

- (a) Investment in a joint venture is stated at cost in the separate financial statements. The Group recognises its interest in a joint venture as an investment and accounts for that investment using the equity method.

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10. INVESTMENT IN A JOINT VENTURE (CONTINUED)

- (b) The details of the joint venture are disclosed in Note 40(c) to the financial statements.
- (c) Senandung Sonik Sdn. Bhd. ("SSSB") is an unlisted separate entity whose quoted market prices are not available. The contractual arrangement provides the Group with only the rights to the net assets of the joint arrangement, with the rights to assets and obligation for liabilities of the joint arrangement resting primarily with SSSB.
- (d) SSSB is not allowed to distribute their profits prior to the consent of the venture partners.
- (e) Summarised financial information of SSSB is not disclosed as it is immaterial to the Group.

11. OTHER INVESTMENTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current				
<i>Fair value through profit or loss</i>				
Quoted shares in Malaysia	4,881	4,881	4,735	4,735
Unquoted shares in Malaysia	2,750	2,750	2,250	2,250
Investment in a fund	2,125	-	-	-
Club memberships	272	268	243	243
	10,028	7,899	7,228	7,228
Current				
<i>Fair value through profit or loss</i>				
Quoted shares in Malaysia	306	275	-	-
Unit trusts	936	712	-	-
	1,242	987	-	-

- (a) Quoted shares in Malaysia of the Group and of the Company are categorised as Level 1 in fair value hierarchy. Fair values of quoted shares in Malaysia are determined by reference to exchange quoted market prices at the end of the reporting period.
- (b) Unquoted shares in Malaysia of the Group and of the Company are categorised as Level 3 in the fair value hierarchy. Fair value of unquoted shares is estimated based on adjusted net asset method.
- (c) Investment in a fund of the Group is categorised as Level 3 in the fair value hierarchy. Fair value of investment in a fund is estimated based on adjusted transacted price.
- (d) Club memberships of the Group and of the Company are categorised as Level 3 in the fair value hierarchy. Fair values of club memberships are determined by reference to club memberships price.
- (e) Unit trusts of the Group are categorised as Level 1 in the fair value hierarchy. Fair values of unit trusts are determined by reference to closing price at the end of the reporting period.
- (f) Sensitivity analysis for other investments is not disclosed as it is immaterial to the Group.
- (g) There is no transfer between levels in the fair value hierarchy during the financial year.

Notes to the Financial Statements

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12. INTANGIBLE ASSETS

Group

2026	Balance as at 1.6.2025 RM'000	Additions RM'000	Acquisition of a subsidiary (Note 8) RM'000	Amortisation during the financial year RM'000	Balance as at 31.5.2026 RM'000
Carrying amount					
Intellectual property	1,005	-	-	(61)	944
Rights	285	-	-	-	285
Development expenditure	2,646	168	-	(81)	2,733
Computer software	171	209	-	(100)	280
Formulae	-	-	7,149	(437)	6,712
	4,107	377	7,149	(679)	10,954

2025	Balance as at 1.6.2024 RM'000	Additions RM'000	Amortisation during the financial year RM'000	Balance as at 31.5.2025 RM'000
Carrying amount				
Intellectual property	1,065	-	(60)	1,005
Rights	459	-	(174)	285
Development expenditure	2,443	252	(49)	2,646
Computer software	286	-	(115)	171
	4,253	252	(398)	4,107

- (a) Intellectual property is capitalised on the basis of the costs incurred to develop, formulate and market a wide range of chemical products.
- (b) Rights represent audio and visual advertising network distributions secured by the Group for media sales. These are recognised as assets at the acquisition date and initially measured at cost. After initial recognition, the rights are carried at cost less accumulated amortisation and accumulated impairment losses, if any.
- (c) Expenditure incurred on development activities relating to internally developed products is recognised as an intangible asset when it relates to the production of new or substantively improved products and processes and when the Group can demonstrate that it is technically feasible to develop the product or processes, adequate resources available to complete the development and that there is intention to complete and sell the product or processes to generate future economic benefits.

Development expenditure comprises primarily salaries and related costs of personnel engaged in the design and development of products prior to the commencement of commercial production. Expenditure that does not meet the above criteria is recognised as an expense in the period in which it is incurred.

- (d) Computer software is capitalised on the basis of the costs incurred to acquire and bring to use the specific software.
- (e) Formulae represent products formulation for agricultural chemicals acquired in a business combination and are measured at fair value as at the date of acquisition.

Notes to the Financial Statements

31 May 2026

12. INTANGIBLE ASSETS (CONTINUED)

- (f) Amortisation is calculated to write off the cost of the assets to their residual values on a straight line basis over their estimated useful lives. The principal amortisation periods are as follows:

Intellectual property	5 to 10 years
Rights	15 years
Development expenditure	20 years
Computer software	3 to 5 years
Formulae	15 years

The residual values, useful lives and amortisation methods are reviewed at the end of each reporting period.

13. GOODWILL ON CONSOLIDATION

	Group	
	2026	2025
	RM'000	(Restated) RM'000
Balance as at 1 June 2025/2024	88,066	87,100
Acquisitions of subsidiaries	4,395	6,890
Foreign exchange differences	(3,648)	(5,924)
Balance as at 31 May 2026/2025	88,813	88,066

Goodwill is initially measured at cost. Following the initial recognition, goodwill is measured at cost less accumulated impairment losses, if any.

Goodwill arising on the acquisition of foreign subsidiaries is treated as an asset of the respective foreign operation and is denominated in the functional currency of that foreign operation. The goodwill is translated into the Group's presentation currency using the closing exchange rate at each reporting date. Exchange differences arising from the translation of goodwill are recognised in other comprehensive income and accumulated within the foreign currency translation reserve. During the financial year, exchange translation gains of RM3,648,000 (2025: RM5,924,000) were recognised in respect of goodwill attributable to foreign operations.

- (a) Allocation of goodwill

Goodwill has been allocated to the Group's cash generating units ("CGUs") which has been identified according to business segments as follows:

	Group	
	2026	2025
	RM'000	(Restated) RM'000
Industrial chemicals	64,489	68,115
Agricultural chemicals	20,299	17,941
Others	4,025	2,010
	88,813	88,066

Notes to the Financial Statements

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13. GOODWILL ON CONSOLIDATION (CONTINUED)

(b) Recognition and measurement of impairment loss

For the purpose of impairment testing, goodwill is allocated from the acquisition date, to each of the Group's CGU that are expected to benefit from the synergies of the combination.

Goodwill is tested for impairment on an annual basis by comparing the carrying amount with the recoverable amount. As the Directors are of the opinion that all the CGUs are held on a long-term basis, the value-in-use would best reflect their recoverable amount. The value-in-use is determined by discounting future cash flows over a relevant period. The future cash flows are based on management's business plans, which is the best estimate of future performance. The ability to achieve the business plan targets is a key assumption in determining the recoverable amount for each CGU.

There remains a risk that the ability to achieve management's business plans may be adversely affected due to unforeseen changes in the respective economies in which the CGUs operate and/or global economic conditions.

Industrial chemicals CGU

The key assumptions on which management has based its cash flow forecasts for the purposes of the impairment test for goodwill are as follows:

- (i) Revenue growth rate used is based on historical trends of each CGU taking into account the industry outlook. The average revenue growth rate is 3.07% (2025: 2.06%) per annum.
- (ii) Profit margin applied to the forecasts are the average gross profit margins achieved in the year immediately before the budgeted year adjusted for expected efficiency improvements or deficiency.
- (iii) Terminal growth rate used in determining the terminal value of cash flows is based on historical average inflation rate. The terminal growth rate applied to the cash flow forecasts is 2.00% (2025: 2.03%).
- (iv) Discount rates used for cash flows discounting purpose is the pre-tax discount rate of the Group plus a reasonable risk premium at the date of assessment of the CGU. The average discount rate applied to the cash flow forecasts is 6.49% (2025: 7.59%).

Management is not aware of any reasonable possible changes in the key assumptions, which would cause the carrying amount of the industrial chemicals CGU to materially exceed its recoverable amount.

Agricultural chemicals CGU

The key assumptions on which management has based its cash flow forecasts for the purposes of the impairment test for goodwill are as follows:

- (i) Revenue growth rate used is based on the historical trends of the CGU. The average revenue growth rate is 18.17% (2025: 14.25%) per annum.
- (ii) Profit margin applied to the forecasts are the average gross profit margins achieved in the year immediately before the budgeted year adjusted for expected efficiency improvements or deficiency.
- (iii) Discount rates used for cash flows discounting purpose is the pre-tax discount rate of the Group plus a reasonable risk premium at the date of assessment of the CGU. The average discount rate applied on the cash flow projections is 8.36% (2025: 8.39%).
- (iv) Terminal growth rate used in determining the terminal value of cash flows is based on historical average inflation rate. The terminal growth rate applied to the cash flow forecasts is 1.92% (2025: 1.97%).

Management is not aware of any reasonable possible changes in the key assumptions, which would cause the carrying amount of the agricultural chemicals CGU to materially exceed its recoverable amount.

Notes to the Financial Statements

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13. GOODWILL ON CONSOLIDATION (CONTINUED)

- (b) Recognition and measurement of impairment loss (continued)

Other CGUs

The management is not aware of any reasonable possible changes which would cause the carrying amount of the other CGUs to materially exceed its recoverable amount.

14. DEFERRED TAX (ASSETS)/LIABILITIES

- (a) The deferred tax (assets)/liabilities are made up of the following:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Balance as at 1 June 2025/2024	12,803	7,963	267	267
Recognised in profit or loss (Note 31)	(534)	4,476	-	-
Acquisition of subsidiaries (Note 8)	1,716	41	-	-
Foreign exchange differences	226	323	-	-
	1,408	4,840	-	-
Balance as at 31 May 2026/2025	14,211	12,803	267	267
Presented after appropriate offsetting as follows:				
Deferred tax assets, net*	(12,696)	(10,485)	-	-
Deferred tax liabilities, net*	26,907	23,288	267	267
	14,211	12,803	267	267

* The amount of set-off between deferred tax assets and deferred tax liabilities was RM4,815,000 (2025: RM5,283,000) for the Group.

- (b) The components and movements of deferred tax liabilities and assets of the Group and of the Company during the financial year prior to offsetting are as follows:

Deferred tax liabilities

	Group		Company	
Property, plant and equipment and intangible assets	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Balance as at 1 June 2025/2024	28,571	29,188	267	267
Recognised in profit or loss	1,333	(913)	-	-
Acquisition of subsidiaries	1,716	211	-	-
Foreign exchange differences	102	85	-	-
Balance as at 31 May 2026/2025	31,722	28,571	267	267

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14. DEFERRED TAX (ASSETS)/LIABILITIES (CONTINUED)

- (b) The components and movements of deferred tax liabilities and assets of the Group and of the Company during the financial year prior to offsetting are as follows: (continued)

Deferred tax assets of the Group

	Provision for liabilities RM'000	Unutilised tax losses and unabsorbed capital allowances RM'000	Others RM'000	Total RM'000
Balance as at 1 June 2024	(1,505)	(18,556)	(1,164)	(21,225)
Acquisition of a subsidiary	-	(170)	-	(170)
Recognised in profit or loss	(112)	5,571	(70)	5,389
Foreign exchange differences	(169)	-	407	238
Balance as at 31 May 2025/1 June 2025	(1,786)	(13,155)	(827)	(15,768)
Recognised in profit or loss	(3,247)	1,434	(54)	(1,867)
Foreign exchange differences	45	-	79	124
Balance as at 31 May 2026	(4,988)	(11,721)	(802)	(17,511)

Included in the deferred tax assets of the Group is deferred tax assets recognised by a subsidiary which amounted to RM7,785,000 (2025: RM7,785,000) to the extent that it is probable that future taxable profits will be available to offset the unutilised tax losses. The estimation of future taxable profits involved significant assumptions in respect of the proposed business plans of the subsidiary.

Notes to the Financial Statements

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14. DEFERRED TAX (ASSETS)/LIABILITIES (CONTINUED)

- (c) The amounts of temporary differences for which no deferred tax assets have been recognised in the consolidated statement of financial position are as follows:

	Group	
	2026 RM'000	2025 RM'000
Unutilised tax losses	145,788	146,195
Unabsorbed capital allowances	8,798	9,026
Others	979	7,047
	155,565	162,268

Deferred tax assets of certain subsidiaries have not been recognised in respect of these items as it is not certain that these subsidiaries will have future taxable profits to offset the unutilised tax losses and unabsorbed capital allowances.

The availability of unutilised tax losses for offsetting against future taxable profits of the respective subsidiaries in Malaysia are subject to guidelines issued by tax authority. The use of tax losses of subsidiaries in other countries is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the subsidiaries operate.

Unutilised tax losses of subsidiaries incorporated in Malaysia can be carried forward up to ten (10) consecutive years of assessment immediately following the year of assessment under the tax legislation of Inland Revenue Board.

	Group	
Unutilised tax losses	2026 RM'000	2025 RM'000
No expiry date	29,638	45,195
Expires by year of assessment 2028	45,164	45,587
Expires by year of assessment 2029	10,627	10,967
Expires by year of assessment 2030	5,529	5,529
Expires by year of assessment 2031	3,461	3,461
Expires by year of assessment 2032	6,465	6,676
Expires by year of assessment 2033	8,464	8,464
Expires by year of assessment 2034	9,166	9,166
Expires by year of assessment 2035	11,103	11,150
Expires by year of assessment 2036	16,171	-
	145,788	146,195

Notes to the Financial Statements

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15. INVENTORIES

	Group	
	2026	2025
	RM'000	RM'000
At cost		
Raw materials and consumables	62,177	55,543
Packing materials	1,820	582
Work-in-progress	1,932	2,278
Finished goods	87,416	81,227
Inventory-in-transit	12,224	4,705
	165,569	144,335
At net realisable value		
Finished goods	57,743	39,204
	223,312	183,539

- (a) Inventories are stated at the lower of cost and net realisable value.
- (b) Cost is determined using the first-in, first-out formula and weighted average method. Cost comprises all costs of purchase, cost of conversion plus other costs incurred in bringing the inventories to their present condition and location. Cost of finished goods and work-in-progress include the cost of raw materials, direct labour, other direct cost and an appropriate portion of production overheads based on normal operating capacity of the production facilities.
- (c) During the financial year, the amount of inventories recognised as an expense in cost of sales of the Group amounted to RM1,465,710,000 (2025: RM1,446,439,000).
- (d) The amounts of inventories written down and inventories written off recognised in the statements of profit or loss are as follows:

	Group	
	2026	2025
	RM'000	RM'000
Recognised in other operating expenses		
Inventories written down	7,473	843
Inventories written off	1	3
	7,474	846

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16. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current				
Other receivables				
Third parties	5,087	-	-	-
Deposits	-	2,063	-	-
Less: Impairment losses	(952)	(758)	-	-
Total non-current receivables	4,135	1,305	-	-
Other assets				
Prepayments	20,748	-	-	-
Total current receivables and other assets	24,883	1,305	-	-
Current				
Trade receivables				
Third parties	436,890	301,277	-	-
Related parties	2,102	-	-	-
Less: Impairment losses	(15,758)	(13,757)	-	-
	423,234	287,520	-	-
Other receivables				
Third parties	23,546	30,915	8,575	4,194
Deposits	13,910	17,587	28	28
	37,456	48,502	8,603	4,222
Less: Impairment losses	(4,880)	(13,663)	(192)	(101)
	32,576	34,839	8,411	4,121
Total current receivables	455,810	322,359	8,411	4,121
Other assets				
Prepayments	28,624	47,390	5,547	2,954
Total current receivables and other assets	484,434	369,749	13,958	7,075
Total non-current and current receivables	459,945	323,664	8,411	4,121

Notes to the Financial Statements

31 May 2026

16. TRADE AND OTHER RECEIVABLES (CONTINUED)

- (a) Total non-current and current receivables are classified as financial assets measured at amortised cost.
- (b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group ranged from one (1) month to four (4) months (2025: one (1) month to four (4) months). They are recognised at their original invoiced amounts, which represent their fair values on initial recognition.
- (c) The currency exposure profile of trade and other receivables are disclosed in Note 35(i) to the financial statements.
- (d) Included in deposits of the Group is refundable deposits owing by a third party amounting to RM2,063,000 (2025: RM4,813,000), which the Group made a net reversal of impairment of deposits amount to RM250,000 (2025: RM418,000).
- (e) Carrying amounts of the non-current other receivables are reasonable approximation of fair value due to insignificant impact of discounting.
- (f) Included in prepayments of the Group is advance payments made to suppliers for the purchase of parts of plant and machinery amounting to RM20,748,000 (2025: RM13,519,000). The prepayments are made to secure the delivery and installation of plant and machinery which will be capitalised as property, plant and equipment upon receipt and commissioning.
- (g) Recognition and measurement of impairment loss

Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while 12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within the twelve (12) months after the reporting date. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group and the Company are exposed to credit risk.

The Group uses an allowance matrix to measure the expected credit loss of trade receivables based on grouping of customer sharing the same credit risk characteristics and past due days. Expected loss rates are calculated using the roll rate method separately for exposures in different segments based on geographic region.

During this process, the probability of non-payment by the trade receivables is adjusted by forward-looking information on macroeconomic factors, which the Group has identified as consumer price index, gross domestic product growth rate, unemployment rate, inflation rate, producer price index and multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised in the statements of profit or loss. On confirmation that the trade receivable would not be collectable, the gross carrying amount of the asset would be written off against the associated impairment.

Notes to the Financial Statements

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16. TRADE AND OTHER RECEIVABLES (CONTINUED)

(g) Recognition and measurement of impairment loss (continued)

The individual assessment of impairment of trade receivables are separately assessed when it is probable that cash due will not be received in full. It requires management to exercise significant judgement in determining the probability of default by trade receivables, and the appropriate forward-looking information.

Lifetime expected loss provision for trade receivables of the Group are as follows:

	Gross carrying amount RM'000	Lifetime expected loss RM'000	Net carrying amount RM'000
2026			
Collective assessment			
Not past due	342,833	(1,705)	341,128
Past due			
1 to 30 days	55,526	(848)	54,678
31 to 60 days	14,747	(752)	13,995
Over 60 days	18,498	(7,849)	10,649
	88,771	(9,449)	79,322
Individual assessment	7,388	(4,604)	2,784
	438,992	(15,758)	423,234
2025			
Collective assessment			
Not past due	225,552	(1,282)	224,270
Past due			
1 to 30 days	39,303	(539)	38,764
31 to 60 days	12,353	(444)	11,909
Over 60 days	11,080	(5,627)	5,453
	62,736	(6,610)	56,126
Individual assessment	12,989	(5,865)	7,124
	301,277	(13,757)	287,520

Certain trade receivables of the Group amounting to RM24,944,000 (2025: RM16,147,000) are pledged to a licensed bank for banking facilities granted to a subsidiary as disclosed in Note 23 to the financial statements.

Certain trade receivables of the Group amounting to RM18,302,000 (2025: RM8,667,000) are covered by credit insurance underwritten by a credit insurance company in Singapore.

During the financial year, the Group did not renegotiate the terms of any trade receivables.

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16. TRADE AND OTHER RECEIVABLES (CONTINUED)

(g) Recognition and measurement of impairment loss (continued)

Impairment for other receivables, amounts owing by related companies, associates and a joint venture are recognised based on the 3 stages general approach within MFRS 9 *Financial Instruments* using the forward-looking expected credit loss model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset by comparing the risk of default occurring over the expected life with the risk of default since initial recognition. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve (12) month expected credit losses along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

The Group defined significant increase in credit risk as twenty percent (20%) on relative basis and including operating performance of the receivables, payment trends and past due information.

The probability of non-payment by other receivables, amounts owing by related companies, associates and a joint venture are adjusted by forward-looking information on macroeconomic factors, which the Group has identified as consumer price index, gross domestic product growth rate, unemployment rate, inflation rate, producer price index and multiplied by the amount of the expected loss arising from default to determine the 12-month or lifetime expected credit loss for other receivables, amounts owing by related companies, associates and a joint venture.

The carrying amount of the financial asset is reduced through the use of an allowance for impairment loss account and the amount of the impairment loss is recognised in statements of profit or loss. When a financial asset becomes uncollectible, it is written off against the allowance for impairment loss account.

(h) Movement in impairment loss are as follows:

	Group	
	2026 RM'000	2025 RM'000
Trade receivables		
Balance as at 1 June 2025/2024	13,757	19,005
Charge for the financial year	3,217	2,084
Reversal of impairment loss	(1,522)	(6,869)
Written off	(179)	(359)
Acquisition of a subsidiary	640	-
Foreign exchange differences	(155)	(104)
Balance as at 31 May 2026/2025	15,758	13,757

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16. TRADE AND OTHER RECEIVABLES (CONTINUED)

(h) Movement in impairment loss are as follows: (continued)

Group

	12-month ECL*	Lifetime ECL	Credit impaired	Total
Other receivables	RM'000	RM'000	RM'000	RM'000
Balance as at 1 June 2025	1,274	1,625	11,522	14,421
Charge for the financial year	155	-	877	1,032
Reversal of impairment loss	(316)	(250)	(3,300)	(3,866)
Written off	-	-	(5,755)	(5,755)
Balance as at 31 May 2026	1,113	1,375	3,344	5,832
Balance as at 1 June 2024	1,209	2,043	12,619	15,871
Charge for the financial year	97	-	-	97
Reversal of impairment loss	(32)	(418)	(1,097)	(1,547)
Balance as at 31 May 2025	1,274	1,625	11,522	14,421

Company

Other receivables	Credit impaired RM'000	Total RM'000
Balance as at 1 June 2025	101	101
Charge for the financial year	91	91
Balance as at 31 May 2026	192	192
Balance as at 1 June 2024/31 May 2025	101	101

* Expected credit losses

(i) Information on financial risks of trade and other receivables are disclosed in Note 35 to the financial statements.

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17. AMOUNTS OWING BY SUBSIDIARIES

	Company	
	2026 RM'000	2025 RM'000
Amounts owing by subsidiaries	59,946	137,202
Less: Impairment losses	(7,869)	(9,898)
	52,077	127,304

- (a) Amounts owing by subsidiaries are classified as financial assets measured at amortised cost.
- (b) The amounts owing by subsidiaries represent advances and payments made on behalf, which are unsecured, interest-free and payable within next twelve (12) months or upon demand in cash and cash equivalents except for an amount of RM28,205,000 (2025: RM83,474,000), which bears interest at 5.0% (2025: 5.0%) per annum.
- (c) Amounts owing by subsidiaries are denominated in RM.
- (d) Recognition and measurement of impairment loss

As disclosed in Note 16(g) to the financial statements, impairment for amounts owing by subsidiaries is recognised based on the general approach within MFRS 9 *Financial Instruments* using the forward-looking expected credit loss model. Significant judgement is required in determining the probabilities of default by subsidiaries in assessing the expected credit loss allowance, including assessment of indicators of significant increase in credit risk and the resultant basis for classification of exposure into respective stages in accordance with MFRS 9, estimated cash flows recoverable and appropriate forward-looking information.

Movements in the impairment allowance for amounts owing by subsidiaries are as follows:

Company	12-month ECL RM'000	Lifetime ECL RM'000	Credit impaired RM'000	Total RM'000
Balance as at 1 June 2025	2,976	870	6,052	9,898
Charge for the financial year	-	-	377	377
Reversal of impairment loss	-	-	(2,406)	(2,406)
Balance as at 31 May 2026	2,976	870	4,023	7,869
Balance as at 1 June 2024	2,979	-	2,559	5,538
Charge for the financial year	-	870	3,705	4,575
Reversal of impairment loss	(3)	-	(212)	(215)
Balance as at 31 May 2025	2,976	870	6,052	9,898

- (e) During the financial year, amounts owing by subsidiaries of RM126,000,000 were capitalised as part of the costs of investments in the respective subsidiaries as disclosed in Note 8.2 to the financial statements.
- (f) Information on financial risks of amounts owing by subsidiaries are disclosed in Note 35 to the financial statements.

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18. AMOUNTS OWING BY/(TO) ASSOCIATES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Amounts owing by associates	26,249	26,837	2,678	2,858
Less: Impairment losses	(13,041)	(13,041)	(138)	(138)
	13,208	13,796	2,540	2,720
Amounts owing to associates	(266)	(224)	-	-

- (a) Amounts owing by associates are classified as financial assets measured at amortised cost.
- (b) Amounts owing to associates are classified as financial liabilities measured at amortised cost.
- (c) The amounts owing by/(to) associates represent balances arising from trade transactions, advances and payments made on behalf, which are unsecured, interest-free and payable within next twelve (12) months or upon demand in cash and cash equivalents. The trade transactions are carried out based on normal trade terms as disclosed in Notes 16(b) and 26(b) to the financial statements.
- (d) Amounts owing by/(to) associates are denominated in RM.
- (e) Recognition and measurement of impairment loss

Impairment for amounts owing by associates is recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model as disclosed in Note 16(g) to the financial statements.

Movements in the impairment allowance for amounts owing by associates are as follows:

	12-month ECL RM'000	Credit impaired RM'000	Total RM'000
Group			
Balance as at 1 June 2025/31 May 2026	75	12,966	13,041
Balance as at 1 June 2024/31 May 2025	75	12,966	13,041
Company			
Balance as at 1 June 2025/31 May 2026	-	138	138
Balance as at 1 June 2024/31 May 2025	-	138	138

- (f) Information on financial risks of amounts owing by/(to) associates are disclosed in Note 35 to the financial statements.

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19. AMOUNT OWING BY A JOINT VENTURE

	Group	
	2026 RM'000	2025 RM'000
Amount owing by a joint venture	93	93
Less: Impairment losses	(93)	(93)
	-	-

- (a) Amount owing by a joint venture is classified as financial assets measured at amortised cost.
- (b) The amount owing by a joint venture represents advances and payments made on behalf, which are unsecured, interest-free and payable within next twelve (12) months or upon demand in cash and cash equivalents.
- (c) Amount owing by a joint venture is denominated in RM.
- (d) Recognition and measurement of impairment loss

Impairment for amount owing by a joint venture is recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model as disclosed in Note 16(g) to the financial statements.

The amount owing by a joint venture of RM93,000 (2025: RM93,000) was classified as credit impaired.

20. CASH AND BANK BALANCES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Short term deposits with licensed banks	17,784	31,867	-	-
Cash and bank balances	92,473	119,245	1,449	1,435
	110,257	151,112	1,449	1,435

- (a) Cash and bank balances are classified as financial assets measured at amortised cost.
- (b) Short term deposits of the Group amounting to RM2,408,000 (2025: RM1,704,000) have been pledged to licensed banks for banking facilities granted to certain subsidiaries of the Group as disclosed in Note 23 to the financial statements.
- (c) The currency exposure profiles of cash and bank balances are disclosed in Note 35(i) to the financial statements.

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20. CASH AND BANK BALANCES (CONTINUED)

- (d) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the end of each reporting period:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash and bank balances	110,257	151,112	1,449	1,435
Less:				
Short term deposits with maturity period more than three (3) months	(2,887)	(7,178)	-	-
Short term deposits pledged with licensed banks	(2,408)	(1,704)	-	-
Bank overdrafts (Note 23)	(8,407)	(6,819)	(6,414)	(6,819)
As reported in statements of cash flows	96,555	135,411	(4,965)	(5,384)

- (e) Cash at banks earns interest at floating rates based on daily bank deposit rates. Short term deposits are made for varying periods of between one (1) day and twelve (12) months, depending on the immediate cash requirements of the Group, and earn interest at respective short term deposits rates.
- (f) No expected credit losses were recognised arising from the short term deposits with licensed banks and cash at bank because the probability of default by these financial institutions were negligible.
- (g) Information on financial risks of cash and bank balances are disclosed in Note 35 to the financial statements.

21. SHARE CAPITAL

	Group and Company			
	2026		2025	
	Number of shares	RM'000	Number of shares	RM'000
Issued and fully paid with no par value:				
Balance as at 1 June 2025/2024	1,170,744,618	523,386	1,008,597,360	408,707
Ordinary shares issued pursuant to:				
- Exercise of Warrants B	16,498,918	4,620	65,927,258	18,459
- Private placement	-	-	96,220,000	96,220
Cancellation of treasury shares	(37,243,536)	(16,564)	-	-
Balance as at 31 May 2026/2025	1,150,000,000	511,442	1,170,744,618	523,386

Notes to the Financial Statements

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21. SHARE CAPITAL (CONTINUED)

- (a) During the financial year, the issued and fully paid-up ordinary shares of the Company decreased from 1,170,744,618 to 1,150,000,000 pursuant to the following:

	Number of shares
Balance as at 1 June 2025	1,170,744,618
Ordinary shares issued pursuant to exercise of Warrants B at RM0.28 per ordinary share	16,498,918
Cancellation of treasury shares	(37,243,536)
Balance as at 31 May 2026	1,150,000,000

The newly issued ordinary shares of the Company rank pari passu in all respects with the existing ordinary shares of the Company.

- (b) The owners of the parent are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the Company's residual assets.
- (c) Warrants B

The Warrants B are constituted by the deed poll dated 21 August 2020.

The Company issued 59,878,790 free Warrants B on the basis of one (1) Warrant for every four (4) existing ordinary shares held, which were listed and quoted on the Main Market of Bursa Securities on 18 September 2020.

The salient terms of the Warrants B are as follows:

- i. Each Warrant B entitles the registered holder to subscribe for one (1) new ordinary share in the Company at any time on or before the maturity date, 9 September 2025, falling five (5) years from the date of issue of the Warrants B. Unexercised Warrants B after the exercise period will thereafter lapse and cease to be valid;
- ii. The exercise price of the Warrants B is fixed at RM0.84 per Warrant B; and
- iii. The new ordinary shares to be issued upon the exercise of the Warrants B shall rank pari passu in all respects with the existing ordinary shares of the Company.

On 7 June 2022, a total of 105,908,882 additional Warrants B have been issued and the exercise price of Warrants B is adjusted to RM0.28 per Warrant B.

During the financial year, 16,498,918 (2025: 65,927,258) Warrants B were exercised.

As at the maturity date, 8,687,410 warrants remained unexercised and lapsed. There were no outstanding warrants as at the end of the financial year.

Notes to the Financial Statements

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21. SHARE CAPITAL (CONTINUED)

(d) Treasury shares

During the financial year:

- i. the Company repurchased 120,752,200 of its issued ordinary shares from the open market of Bursa Securities at an average price of RM0.91 per share;
- ii. the Company resold 82,033,700 of its treasury shares with price ranging from RM0.89 to RM0.92;
- iii. the Company distributed 10,427,984 treasury shares on 12 May 2026 on the basis of one (1) treasury share of the Company for every one hundred (100) existing ordinary shares held in the Company in respect of financial year ended 31 May 2026; and
- iv. the Company cancelled 37,243,536 treasury shares.

As at 31 May 2026, a total of 89,333,019 (2025: 98,286,039) treasury shares at a total cost of RM83,224,000 (2025: RM96,381,000) are held by the Company. The shares repurchased are being held as treasury shares in accordance with Section 127(4)(b) of the Companies Act 2016 and the Main Market Listing Requirements and applicable guideline of Bursa Securities.

The number of ordinary shares as at 31 May 2026 net of treasury shares is 1,060,666,981 (2025: 1,072,458,579).

22. RESERVES

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Non-distributable				
Capital reserve	273	273	-	-
Exchange translation reserve	516	12,295	-	-
Distributable				
Retained earnings	198,293	160,884	85,493	56,342
	199,082	173,452	85,493	56,342

Exchange translation reserve

The exchange translation reserve is used to record foreign currency exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It is also used to record the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operations.

Notes to the Financial Statements

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23. BORROWINGS

Note	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current				
Unsecured				
Term loans	13,194	15,801	-	-
Secured				
Term loans	14,334	16,092	-	-
	27,528	31,893	-	-
Current				
Unsecured				
Bankers' acceptances	85,729	53,228	-	-
Bank overdrafts	2,991	996	998	996
Revolving credits	90,900	91,300	5,000	5,000
Trust receipts	56,518	40,873	-	-
Term loans	3,330	128	-	-
Trade financing	16,870	14,924	-	-
	256,338	201,449	5,998	5,996
Secured				
Bankers' acceptances	-	4,227	-	-
Bank overdrafts	5,416	5,823	5,416	5,823
Revolving credits	53,000	53,000	23,000	23,000
Trust receipts	2,828	1,721	-	-
Term loans	14,312	23,418	5,700	10,100
Trade financing	-	1,561	-	-
	75,556	89,750	34,116	38,923
	331,894	291,199	40,114	44,919
Total borrowings				
Bankers' acceptances	85,729	57,455	-	-
Bank overdrafts	20 8,407	6,819	6,414	6,819
Revolving credits	143,900	144,300	28,000	28,000
Trust receipts	59,346	42,594	-	-
Term loans	24 45,170	55,439	5,700	10,100
Trade financing	16,870	16,485	-	-
	359,422	323,092	40,114	44,919

Notes to the Financial Statements

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23. BORROWINGS (CONTINUED)

- (a) Borrowings are classified as financial liabilities measured at amortised cost.
- (b) The secured borrowings of the Group and of the Company are secured by the following:
 - (i) a fixed charge over certain land and buildings of the Group and of the Company as disclosed in Notes 5, 6 and 7 to the financial statements;
 - (ii) certain quoted shares of quoted subsidiaries and shares of unquoted subsidiaries as disclosed in Note 8 to the financial statements;
 - (iii) pledge of certain trade receivables and short term deposits of the Group with licensed banks as disclosed in Notes 16 and 20 to the financial statements; and
 - (iv) assignment of insurance policies covering stock in trade in favour of the bank of certain subsidiaries.
- (c) The currency exposure profiles of borrowings of the Group and of the Company are disclosed in Note 35(i) to the financial statements.
- (d) Information on financial risks of borrowings of the Group and of the Company are disclosed in Note 35 to the financial statements.
- (e) In the previous financial year, long-term borrowing of the Group and the Company of RM5,700,000 was reclassified as short-term borrowing due to a technical breach of a covenant with a bank. Subsequently, the Group and the Company had received an indulgence letter to waive the said loan covenant for the year ended 31 May 2025.

24. TERM LOANS

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Current				
- not later than one (1) year	17,642	23,546	5,700	10,100
Non-current				
- later than one (1) year and not later than five (5) years	17,788	26,387	-	-
- more than five (5) years	9,740	5,506	-	-
	27,528	31,893	-	-
	45,170	55,439	5,700	10,100

Notes to the Financial Statements

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25. PROVISION FOR RETIREMENT BENEFITS

	Group	
	2026	2025
	RM'000	RM'000
Balance as at 1 June 2025/2024	3,948	4,661
Actuarial gain from re-measurement	(1)	(689)
Expense recognised in profit or loss	113	545
Benefits paid	(368)	(273)
Foreign exchange differences	(212)	(296)
Balance as at 31 May 2026/2025	3,480	3,948

The retirement benefit obligation is a post-employment benefit plan under which the Group is obligated to pay eligible employees a fixed percentage on the average annual salary for each completed year of service.

- (a) The Group provides retirement benefit obligations for qualifying employees of its overseas subsidiaries, PT Nylex Indonesia and PT PKG Lautan Indonesia, in accordance with the legislations established in Indonesia.

The principal actuarial assumptions used are as follows:

	Group	
Indonesia	2026	2025
	%	%
Discount rate	6.6 - 7.0	6.3 - 7.3
Rates of mortality	TMI - 2019*	TMI - 2019*
Annual salary increment	6.0 - 8.0	6.0 - 8.0
Normal pension age	55 - 57	55 - 57

* Indonesian Mortality Table ("TMI")

The management believes that no reasonably possible changes in any of the above key assumptions would lead to significant changes to the present value of the retirement obligations.

- (b) Maturity analysis of the undiscounted benefit payments is as follows:

	Group	
	2026	2025
	RM'000	RM'000
Within one year	14	13
One to five years	188	123
Over five years	10,826	10,657
	11,028	10,793

The weighted average duration of the Group's defined benefit obligation as at 31 May 2026 is 14.78 years (2025: 15.52 years).

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25. PROVISION FOR RETIREMENT BENEFITS (CONTINUED)

(c) Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the retirement benefit obligation by the amounts shown below:

	Group	
	2026	2025
	RM'000	RM'000
Discount rate		
- if increase 1%	(1,211)	(1,181)
- if decrease 1%	1,506	1,483
Annual salary increment		
- if increase 1%	1,506	1,483
- if decrease 1%	(1,209)	(1,178)

26. TRADE AND OTHER PAYABLES

	Group		Company	
	2026	2025	2026	2025
	RM'000	(Restated)	RM'000	RM'000
Trade payables	167,819	120,671	-	-
Other payables	51,310	42,462	2,959	3,030
Deposits	308	293	147	147
Accruals	53,810	30,143	624	757
	273,247	193,569	3,730	3,934

- (a) Trade and other payables are classified as financial liabilities measured at amortised cost.
- (b) The normal credit terms available to the Group in respect of trade payables ranged from 30 to 90 days (2025: 30 to 90 days) from date of invoice.
- (c) The currency exposure profiles of trade and other payables are disclosed in Note 35(i) to the financial statements.
- (d) Information on financial risks of trade and other payables are disclosed in Note 35 to the financial statements.
- (e) Included in other payables is contingent considerations of RM3,100,000 (2025: RM2,100,000) for business acquisition arose from the Group's acquisition of subsidiaries.

Notes to the Financial Statements

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27. AMOUNTS OWING TO SUBSIDIARIES

- (a) Amounts owing to subsidiaries are classified as financial liabilities measured at amortised cost.
- (b) The amounts owing to subsidiaries represent advances and payments made on behalf of the Company's subsidiaries, which are unsecured, interest-free and payable within next twelve (12) months or upon demand in cash and cash equivalents, except for an amount of RM77,889,000 (2025: RM52,373,000), which is subject to interest ranging from 5.00% - 5.55% (2025: 5.00% - 5.55%) per annum.
- (c) Amounts owing to subsidiaries are denominated in RM.
- (d) Information on financial risks of amounts owing to subsidiaries are disclosed in Note 35 to the financial statements.

28. CONTRACT LIABILITIES

	Group	
	2026 RM'000	2025 RM'000
Deferred revenue	4,234	5,146

- (a) Deferred revenue is recognised as revenue when performance obligations are satisfied.
- (b) Movement of contract liabilities as at the end of each reporting period are as follows:

	Group	
	2026 RM'000	2025 RM'000
Balance as at 1 June 2025/2024	5,146	7,398
Revenue recognised during the financial year	(7,403)	(23,924)
Invoiced during the financial year	6,491	21,672
Balance as at 31 May 2026/2025	4,234	5,146

- (c) Revenue of RM4,234,000 (2025: RM5,146,000) is expected to be recognised within the next twelve (12) months in the future in respect of unsatisfied contract liabilities as at the end of the reporting period.

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29. REVENUE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
<i>Revenue from contracts with customers</i>				
Recognised at point in time:				
Sale of goods	1,839,849	1,767,449	-	-
Services rendered	47,589	54,080	-	-
Recognised over time:				
Services rendered	27,687	44,048	-	-
	1,915,125	1,865,577	-	-
<i>Other revenue</i>				
Rental income	11,233	9,063	1,453	1,649
Interest income	-	-	285	1,753
Dividend income:				
- Unquoted investments in Malaysia	-	-	3	3
- Unquoted subsidiaries	-	-	89,756	122,512
	-	-	89,759	122,515
	1,926,358	1,874,640	91,497	125,917

(a) Revenue from contracts with customers is disaggregated in Note 4 to the financial statements by geographical area.

(b) Sale of goods

Revenue from the sale of goods is recognised at a point in time when the goods has been transferred, i.e. when the goods have been shipped to the customer's specific location (delivery). Following delivery, the customer has full discretion over the manner of distribution and price to sell the goods and has the primary responsibility when selling the goods and bears the risks of obsolescence and loss in relation to the goods.

There is no right of return and warranty provided to the customers on the sale of products and services rendered.

There is no significant financing component in the revenue arising from sale of products and services rendered as the sales or services are made on the normal credit terms not exceeding twelve (12) months.

(c) Services rendered

Revenue in respect of the rendering of services is recognised when performance obligation is satisfied.

(d) Rental income

Rental income is accounted for on a straight line basis over the lease term of an ongoing lease.

(e) Interest income

Interest income is recognised as on a time proportion basis that reflects the effective yield on assets.

(f) Dividend income

Dividend income is recognised when the right to receive payment is established.

Notes to the Financial Statements

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30. FINANCE COSTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Interest expense on:				
- amounts owing to subsidiaries	-	-	2,237	2,272
- bank overdrafts	466	309	373	243
- term loans, revolving credits and bankers' acceptances	14,966	15,707	1,883	2,138
- lease liabilities	3,330	2,946	13	21
- others	721	555	22	105
	19,483	19,517	4,528	4,779

31. TAX EXPENSE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current tax				
- Malaysian income tax	35,617	26,192	998	348
- Foreign income tax	1,283	1,262	-	-
	36,900	27,454	998	348
(Over)/Under provision in prior years				
- Malaysian income tax	(666)	2,070	102	51
- Foreign income tax	(11)	(33)	-	-
	(677)	2,037	102	51
	36,223	29,491	1,100	399
Deferred tax (Note 14)				
Relating to origination and reversal of temporary differences	(686)	4,009	-	-
Under provision in prior years	152	467	-	-
	(534)	4,476	-	-
	35,689	33,967	1,100	399

(a) The Malaysian income tax is calculated at the statutory tax rate of 24% (2025: 24%) of the estimated taxable profit for the fiscal year.

(b) Tax expense for other taxation authorities are calculated at the rates prevailing in the respective jurisdictions.

Notes to the Financial Statements

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31. TAX EXPENSE (CONTINUED)

- (c) The numerical reconciliations between the tax expense and the product of accounting profit multiplied by the applicable tax rate of the Group and of the Company are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit before tax	118,514	99,123	74,283	72,091
Tax at Malaysian statutory tax rate of 24% (2025: 24%)	28,443	23,790	17,828	17,302
Tax effects in respect of:				
Non-allowable expenses	12,719	10,877	5,290	12,500
Non-taxable income	(3,146)	(6,212)	(22,120)	(29,454)
Tax incentives and allowances	(65)	(32)	-	-
Deferred tax assets not recognised	2,241	2,552	-	-
Share of results of associates	(719)	(1)	-	-
Utilisation of previously unrecognised deferred tax assets	(3,850)	(160)	-	-
Different tax rates in foreign jurisdictions	591	649	-	-
	36,214	31,463	998	348
(Over)/Under provision in prior years:				
- income tax	(677)	2,037	102	51
- deferred tax	152	467	-	-
	(525)	2,504	102	51
	35,689	33,967	1,100	399

- (d) Tax savings of the Group are as follows:

	Group	
	2026 RM'000	2025 RM'000
Utilisation of previously unrecognised deferred tax assets	3,850	160
Utilisation of tax incentives and allowances	65	32

- (e) OECD Pillar Two Model Rules ("Pillar Two")

The Group has assessed the applicability of the Pillar Two. Based on the assessment performed, the Group is not within the scope of the Pillar Two, as the consolidated revenue of the Group does not exceed the EUR750 million threshold for the relevant assessment periods. Accordingly, the Group is not subject to Pillar Two top-up tax and no Pillar Two income tax expense has been recognised for the financial year.

The Group continues to monitor developments relating to the Pillar Two and the related legislation in the jurisdictions in which the Group operates.

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32. EARNINGS PER ORDINARY SHARE

(a) Basic

The basic earnings per ordinary share for the financial year has been calculated based on the consolidated profit for the financial year attributable to owners of the parent and the weighted average number of ordinary shares in issue (excluding treasury shares) during the financial year.

	Group	
	2026	2025
Profit attributable to owners of the parent (RM'000)	81,440	63,489
Weighted average number of ordinary shares in issue ('000)	1,060,667	1,041,806
Basic earnings per ordinary share for the financial year (sen)	7.68	6.09

(b) Diluted

The diluted earnings per ordinary share for the financial year has been calculated based on the consolidated profit for the financial year attributable to owners of the parent and the weighted average number of ordinary shares in issue (excluding treasury shares) during the financial year adjusted for the effects of dilutive potential ordinary shares.

	Group	
	2026	2025
Profit attributable to owners of the parent (RM'000)	81,440	63,489
Weighted average number of ordinary shares in issue ('000)	1,060,667	1,041,806
Effects of dilution:		
- Warrants B	-	17,817
Adjusted weighted average number of ordinary shares in issue ('000)	1,060,667	1,059,623
Diluted earnings per ordinary share for the financial year (sen)	7.68	5.99

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33. DIVIDENDS

	Company			
	2026	2025	2026	2025
	Dividend per share sen	Amount of dividend RM'000	Dividend per share sen	Amount of dividend RM'000
In respect of financial year ended 31 May 2024				
Second interim single tier dividend, paid on 24 October 2024	-	-	1.00	10,135
In respect of financial year ended 31 May 2025				
First interim single tier dividend by way of dividend-in-specie ¹	-	-	0.94	37,818
Second interim single tier dividend by way of dividend-in-specie ²	-	-	1.00	10,418
In respect of financial year ended 31 May 2026				
First interim single tier dividend paid on 21 August 2025	1.00	10,946	-	-
Second interim single tier dividend by way of dividend-in-specie ³	0.95	9,881	-	-
		20,827		58,371

¹ The dividend-in-specie was completed on 24 October 2024 by crediting 40,409,716 treasury shares of the Company to the Central Depository System account of the Company's shareholders.

² The dividend-in-specie was completed on 28 May 2025 by crediting 10,463,522 treasury shares of the Company to the Central Depository System account of the Company's shareholders.

³ The dividend-in-specie was completed on 12 May 2026 by crediting 10,427,984 treasury shares of the Company to the Central Depository System account of the Company's shareholders.

On 29 July 2026, the Directors proposed and declared a third interim single tier dividend for the financial year ended 31 May 2026, as follows:

- 0.5 sen cash per ordinary share, will be paid on 15 September 2026; and
- a distribution of one (1) treasury share of the Company for every two hundred (200) ordinary shares held by the shareholders whose name appear in the Record of Depositors of the Company on 19 August 2026 (dividend-in-specie⁴), will be completed on 15 September 2026.

The financial statements for the financial year ended 31 May 2026 do not reflect this proposed third interim single tier dividend. The proposed third interim single tier dividend, shall be accounted for as an appropriation of retained earnings in the financial year ending 31 May 2027.

The Directors do not recommend the payment of any other dividend in respect of the current financial year.

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34. CAPITAL MANAGEMENT

The primary objective of capital management of the Group is to ensure that entities of the Group would be able to continue as going concerns while it maintains acceptable capital ratios in order to support its business and maximise shareholder value. The overall strategy of the Group remains unchanged from that in financial year ended 31 May 2025.

The Group manages its capital structure and makes adjustments to it in response to changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 May 2026 and 31 May 2025.

The Group monitors capital using a gearing ratio. This ratio is calculated as net debt divided by total equity attributable to owners of the parent. Net debt are calculated as total borrowings net of cash and bank balances.

		Group	
	Note	2026 RM'000	2025 RM'000
Borrowings	23	359,422	323,092
Short term deposits with licensed banks	20	(17,784)	(31,867)
Cash and bank balances	20	(92,473)	(119,245)
Net debt		249,165	171,980
Total equity attributable to owners of the parent		627,300	600,457
Gearing ratio		0.40	0.29

Pursuant to the requirements of Practice Note No. 17/2005, of the Bursa Securities, the Group is required to maintain a consolidated shareholders' equity of more than twenty-five percent (25%) of the issued and paid-up capital (excluding treasury shares) and such shareholders' equity is not less than RM40 million. The Company has complied with this requirement during the financial year ended 31 May 2026.

35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's overall financial risk management objective is to ensure that the Group creates value for its shareholders. The Group focuses on unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

Financial risk management is carried out through risk reviews, internal control systems and adherence to the Group's financial risk management policies.

The main risk arising from the Group's financial instruments are foreign currency risk, interest rate risk, liquidity risk and credit risk. Management reviews and agrees policies for managing each of these risks and these are summarised below:

(i) Foreign currency risk

The Group is exposed to foreign currency risk as a result of its net investments in overseas subsidiaries and normal trading activities, both external and intra-group, where the currency denomination differs from the functional currency, Ringgit Malaysia. The Group's policy is to minimise the exposure of overseas operating subsidiaries to transaction risk by matching local currency income against local currency costs.

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35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(i) Foreign currency risk (continued)

The net financial assets and liabilities of the Group that are not denominated in their functional currencies are as follows:

31 May 2026	Ringgit Malaysia ("RM") RM'000	Indonesian Rupiah ("IDR") RM'000	Hong Kong Dollar ("HKD") RM'000	United States Dollar ("USD") RM'000	Vietnam Dong ("VND") RM'000	Total RM'000
Functional currency						
Trade and other receivables						
United States Dollar	111,365	6	6	-	-	111,377
Singapore Dollar	542	-	-	2,752	-	3,294
Chinese Renminbi	62	-	-	-	-	62
Indonesian Rupiah	-	-	-	4,636	-	4,636
Euro	1,332	-	-	-	-	1,332
	113,301	6	6	7,388	-	120,701
Cash and bank balances						
Ringgit Malaysia	-	-	-	24	-	24
United States Dollar	23,201	1,996	1,462	-	21	26,680
Indonesian Rupiah	1	-	-	387	-	388
Japanese Yen	6	-	-	1	-	7
Euro	799	-	-	-	-	799
Singapore Dollar	745	-	-	254	-	999
Vietnam Dong	1	-	-	-	-	1
Thailand Baht	2	-	-	-	-	2
Chinese Renminbi	180	-	-	-	-	180
	24,935	1,996	1,462	666	21	29,080
Borrowings						
United States Dollar	21,116	-	-	-	-	21,116
Euro	1,662	-	-	-	-	1,662
	22,778	-	-	-	-	22,778
Trade and other payables						
United States Dollar	37,676	-	8,774	-	-	46,450
Singapore Dollar	19	-	-	3,402	-	3,421
Euro	1,418	-	-	-	-	1,418
Indonesian Rupiah	-	-	-	143	-	143
Ringgit Malaysia	-	-	-	704	-	704
Chinese Renminbi	964	-	-	-	-	964
New Zealand Dollar	342	-	-	-	-	342
	40,419	-	8,774	4,249	-	53,442
Lease liabilities						
Singapore Dollar	-	-	-	4,715	-	4,715
Ringgit Malaysia	-	-	-	3,814	-	3,814
	-	-	-	8,529	-	8,529

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35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(i) Foreign currency risk (continued)

The net financial assets and liabilities of the Group that are not denominated in their functional currencies are as follows: (continued)

31 May 2025	Ringgit Malaysia ("RM") RM'000	Indonesian Rupiah ("IDR") RM'000	Hong Kong Dollar ("HKD") RM'000	United States Dollar ("USD") RM'000	Vietnam Dong ("VND") RM'000	Total RM'000
Functional currency						
Trade and other receivables						
United States Dollar	78,865	-	12	-	-	78,877
Singapore Dollar	593	-	-	1,478	-	2,071
Japanese Yen	307	-	-	-	-	307
Indonesian Rupiah	-	-	-	1,494	-	1,494
Euro	236	-	-	-	-	236
	80,001	-	12	2,972	-	82,985
Cash and bank balances						
Ringgit Malaysia	-	-	-	9	-	9
United States Dollar	37,412	1,970	4,557	-	23	43,962
Indonesian Rupiah	2	-	-	2,066	-	2,068
Japanese Yen	2	-	-	1	-	3
Euro	1,646	-	-	-	-	1,646
Singapore Dollar	1,466	-	-	641	-	2,107
Vietnam Dong	1	-	-	-	-	1
Thailand Baht	2	-	-	-	-	2
	40,531	1,970	4,557	2,717	23	49,798
Borrowings						
United States Dollar	17,056	-	-	-	-	17,056
Euro	1,561	-	-	-	-	1,561
	18,617	-	-	-	-	18,617
Trade and other payables						
United States Dollar	11,859	2	9,795	-	-	21,656
Singapore Dollar	27	-	-	2,084	-	2,111
Euro	1,424	-	-	-	-	1,424
Indonesian Rupiah	-	-	-	400	-	400
Ringgit Malaysia	-	-	-	670	-	670
Chinese Renminbi	1,354	-	-	-	-	1,354
	14,664	2	9,795	3,154	-	27,615
Lease liabilities						
Singapore Dollar	-	-	-	8,167	-	8,167
Ringgit Malaysia	-	-	-	5,977	-	5,977
	-	-	-	14,144	-	14,144

Notes to the Financial Statements

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35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(i) Foreign currency risk (continued)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit after tax and equity to a reasonably possible change in the foreign currencies strengthened or weakened by 10% (2025: 10%) and exchange rates against the respective functional currencies of the Group entities, with all other variables held constant.

		Group	
		2026	2025
		RM'000	RM'000
		Increase/ (Decrease)	Increase/ (Decrease)
Profit after tax			
RM/USD	- strengthen by 10% (2025: 10%)	(5,759)	(6,640)
	- weaken by 10% (2025: 10%)	5,759	6,640
HKD/USD	- strengthen by 10% (2025: 10%)	555	397
	- weaken by 10% (2025: 10%)	(555)	(397)
USD/SGD	- strengthen by 10% (2025: 10%)	388	618
	- weaken by 10% (2025: 10%)	(388)	(618)
USD/IDR	- strengthen by 10% (2025: 10%)	(371)	(240)
	- weaken by 10% (2025: 10%)	371	240
USD/RM	- strengthen by 10% (2025: 10%)	342	504
	- weaken by 10% (2025: 10%)	(342)	(504)

The effects of the changes in the exchange rates to the equity are not presented as they are not significant.

The Group's profit after tax and equity is not sensitive to other foreign currencies.

Notes to the Financial Statements

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35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(ii) Interest rate risk

The Group's exposure to interest rate risk arises mainly from the Group's borrowings and is managed through the use of fixed and floating rate borrowings and deposits.

The following tables set out the carrying amounts, the effective annual interest rates as at the end of reporting date and the remaining maturities of the Group's and of the Company's financial instruments that are exposed to interest rate risk:

Group	Effective annual interest rate %	Within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
As at 31 May 2026					
Fixed rates					
Short term deposits with licensed banks	1.90 - 3.00	17,784	-	-	17,784
Lease liabilities	2.13 - 5.40	11,506	6,956	33,766	52,228
Floating rates					
Bankers' acceptances	3.00 - 5.28	85,729	-	-	85,729
Bank overdrafts	7.20 - 7.90	8,407	-	-	8,407
Revolving credits	4.07 - 5.20	143,900	-	-	143,900
Trust receipts	5.13 - 5.89	59,346	-	-	59,346
Term loans	4.49 - 8.36	17,642	17,788	9,740	45,170
Trade financing	4.00 - 5.70	16,870	-	-	16,870
As at 31 May 2025					
Fixed rates					
Short term deposits with licensed banks	2.29 - 3.20	31,867	-	-	31,867
Lease liabilities	2.10 - 7.95	11,278	13,172	34,782	59,232
Floating rates					
Bankers' acceptances	4.13 - 5.30	57,455	-	-	57,455
Bank overdrafts	7.26 - 8.01	6,819	-	-	6,819
Revolving credits	4.37 - 5.55	144,300	-	-	144,300
Trust receipts	5.34 - 7.03	42,594	-	-	42,594
Term loans	3.50 - 6.09	23,546	26,387	5,506	55,439
Trade financing	4.35 - 5.16	16,485	-	-	16,485

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35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(ii) Interest rate risk (continued)

The following tables set out the carrying amounts, the effective annual interest rates as at the end of reporting date and the remaining maturities of the Group's and of the Company's financial instruments that are exposed to interest rate risk: (continued)

Company	Note	Effective annual interest rate %	Within one year RM'000	One to five years RM'000	Total RM'000
As at 31 May 2026					
Fixed rates					
Amounts owing by subsidiaries	17(b)	5.00	28,205	-	28,205
Amounts owing to subsidiaries	27(b)	5.00 - 5.55	77,889	-	77,889
Lease liabilities		2.13 - 2.34	75	167	242
Floating rates					
Bank overdrafts		7.20 - 7.90	6,414	-	6,414
Revolving credits		4.07 - 5.20	28,000	-	28,000
Term loans		5.07 - 5.37	5,700	-	5,700
As at 31 May 2025					
Fixed rates					
Amounts owing by subsidiaries	17(b)	5.00	83,474	-	83,474
Amounts owing to subsidiaries	27(b)	5.00 - 5.55	52,373	-	52,373
Lease liabilities		2.13 - 2.34	71	242	313
Floating rates					
Bank overdrafts		7.26 - 8.01	6,819	-	6,819
Revolving credits		4.37 - 5.55	28,000	-	28,000
Term loans		5.33 - 5.76	10,100	-	10,100

Sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial instruments at fair value through profit or loss, and the carrying amount of fixed rate financial instruments of the Group and of the Company are measured at amortised cost. Therefore, no sensitivity analysis for fixed rate instruments was prepared as the change in market interest rate at the end of the reporting period would not affect profit or loss.

Notes to the Financial Statements

31 May 2026

35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(ii) Interest rate risk (continued)

Sensitivity analysis for floating rate instruments

As at 31 May 2026, if there was a variation in interest rates by 100 basis points with all other variables held constant, the Group's and the Company's profit after tax and equity for the financial year, arising mainly as a result of higher or lower interest expense on variable borrowings, would have been:

	Group		Company	
Profit after tax	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
100 basis point higher	(2,732)	(2,455)	(305)	(341)
100 basis point lower	2,732	2,455	305	341

The effects of the changes in the interest rates to the equity are not presented as they are not significant.

The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(iii) Liquidity risk

It is the Group's policy to ensure continuity in servicing its cash obligations in the future by way of measuring and forecasting its cash commitments, monitoring and maintaining a level of cash and cash equivalents deemed adequate for the Group's operations.

As at 31 May 2026, the current liabilities of the Company exceeded its current assets by RM105.4 million (2025: RM13.3 million). The Company monitor its cash flows from its business operations and the Company has been provided with undertakings not to demand repayment by the subsidiaries which amounted to RM120.0 million (2025: RM94.3 million) unless the Company has sufficient funds to permit repayments. Therefore, the Directors are confident that the Company is able to meet its obligations as and when they fall due.

The table below summarises the maturity profile of the Group's and of the Company's liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
2026				
Group				
Financial liabilities				
Trade and other payables	273,247	-	-	273,247
Amounts owing to associates	266	-	-	266
Lease liabilities	14,068	17,600	83,951	115,619
Borrowings	339,900	23,235	10,366	373,501
Total undiscounted financial liabilities	627,481	40,835	94,317	762,633

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31 May 2026

35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(iii) Liquidity risk (continued)

The table below summarises the maturity profile of the Group's and of the Company's liabilities at the end of the reporting period based on contractual undiscounted repayment obligations. (continued)

	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
2026				
Company				
Financial liabilities				
Trade and other payables	3,730	-	-	3,730
Lease liabilities	84	176	-	260
Financial guarantee contracts	81,399	-	-	81,399
Amounts owing to subsidiaries	131,956	-	-	131,956
Borrowings	41,709	-	-	41,709
Total undiscounted financial liabilities	258,878	176	-	259,054
2025				
Group				
Financial liabilities				
Trade and other payables	193,569	-	-	193,569
Amounts owing to associates	224	-	-	224
Lease liabilities	14,256	25,404	85,939	125,599
Borrowings	300,533	29,580	5,736	335,849
Total undiscounted financial liabilities	508,582	54,984	91,675	655,241
Company				
Financial liabilities				
Trade and other payables	3,934	-	-	3,934
Lease liabilities	84	260	-	344
Financial guarantee contracts	94,598	-	-	94,598
Amounts owing to subsidiaries	103,346	-	-	103,346
Borrowings	46,881	-	-	46,881
Total undiscounted financial liabilities	248,843	260	-	249,103

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35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(iv) Credit risk

Cash deposits and receivables may give rise to credit risk, which requires the loss to be recognised if a counter party failed to perform as contracted. It is the Group's policy to monitor the financial standing of these counter parties on an ongoing basis to ensure that the Group is exposed to minimal credit risk.

The Group's primary exposure to credit risk arises through its trade receivables. The Group's trading terms with its customers are mainly on credit. The credit period granted by the Group ranged from one (1) month to four (4) months (2025: one (1) month to four (4) months). Each customer has a maximum credit limit and the Group seeks to maintain strict control over its outstanding receivables to minimise credit risk. Overdue balances are reviewed regularly by senior management.

In respect of the cash and bank balances placed with major financial institutions in Malaysia, the Directors believe that the possibility of non-performance by these financial institutions is remote on the basis of their financial strength.

Exposure to credit risk

At the end of the reporting period, the maximum exposures to credit risk of the Group and of the Company are represented by the carrying amounts of each class of financial assets recognised in the statements of financial position.

Credit risk concentration profile

At the end of the reporting period, the Group did not have any significant exposure to any individual customer or counter party nor did it have any major concentration of credit risk related to any financial instruments.

At the end of the reporting period, the Company did not have any significant exposure to any individual customer or counter party nor did it have any major concentration of credit risk related to any financial instruments other than the amounts owing by subsidiaries of RM52,077,000 (2025: RM127,304,000).

36. RELATED PARTY DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties could be individuals or other entities.

The Group has related party relationship with its subsidiaries, associates and a joint venture as disclosed in Note 40 to the financial statements, and which Directors have substantial direct/indirect shareholding.

Notes to the Financial Statements

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36. RELATED PARTY DISCLOSURES (CONTINUED)

(b) Significant related parties transactions

In addition to the related parties information detailed elsewhere in the financial statements, the Group and the Company had the following significant transactions with related parties during the financial year:

	Group	
	2026 RM'000	2025 RM'000
Sales to:		
- companies in which certain Directors of the Company have direct or deemed interests	2,015	-
- an associate	4,000	-
Purchases from:		
- companies in which certain Directors of the Company have direct or deemed interests	42,401	41,979
- an associate	365	-
Rental income from:		
- company in which a Director of the Company has direct or deemed interests	68	13
- an associate	882	362
Management fee income from:		
- an associate	240	-
Rental paid to:		
- an associate	5	28

	Company	
	2026 RM'000	2025 RM'000
Rental income from:		
- an associate	-	92
- company in which a Director of the Company has direct or deemed interests	-	13

During the financial year, dividend income from subsidiaries amounted to RM89,756,000 (2025: RM122,512,000) were settled through contra arrangements against amounts payable to or receivable from certain subsidiaries within the Group.

The Directors of the Group and of the Company are of the opinion that the above transactions were carried out based on negotiated terms and conditions and mutually agreed with the related parties.

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36. RELATED PARTY DISCLOSURES (CONTINUED)

(c) Compensation of key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity, directly and indirectly, including any Director (whether executive or otherwise) of the Group.

The remuneration of Directors and other key management personnel of the Group and of the Company during the financial year was as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Fees	1,443	1,720	767	747
Short term employee benefits	26,197	22,078	265	265
Defined contribution plan	1,669	1,499	11	11
Other emoluments	2,312	2,008	28	35
	31,621	27,305	1,071	1,058

The estimated monetary value of benefits-in-kind received by the Directors otherwise than in cash from the Group and the Company amounted to RM202,000 (2025: RM280,000) and RM43,000 (2025: RM61,000) respectively. The amount included in the Group are the estimated monetary value of benefits-in-kind received by the Directors otherwise than in cash of the Company and of the subsidiaries amounted to RM116,000 (2025: RM142,000) and RM86,000 (2025: RM138,000) respectively.

37. CAPITAL COMMITMENTS

Capital commitments not provided for in the financial statements are as follows:

	Group	
	2026 RM'000	2025 RM'000
In respect of purchase of property, plant and equipment:		
Contracted but not provided for	4,465	12,694
Approved but not contracted for	22,325	28,413
	26,790	41,107

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38. GUARANTEES

	Company	
	2026 RM'000	2025 RM'000
Secured		
Bank guarantees given by financial institutions for trade performance of certain subsidiaries and working capital purpose	160	1,766
Unsecured		
Financial guarantees given to financial institutions in respect of credit facilities granted to certain subsidiaries	81,239	92,832
	81,399	94,598

The Company has financial guarantee contracts of RM81,239,000 (2025: RM92,832,000) in respect of financial guarantees given to financial institutions for credit facilities granted to subsidiaries. The Company monitors the ability of the subsidiaries to service their loans regularly.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at higher of the amount of the loss allowance; and the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15 *Revenue from Contract with Customers*.

The Company assumes that there is significant increase in credit risk when the subsidiaries' financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when the subsidiaries are unlikely to repay its credit obligation to the bank in full or the subsidiaries are continuously loss making and are having a deficit shareholders' fund. The Company determines the probability of default of the guaranteed loans individually using internal information available.

Financial guarantees have not been recognised since the fair value was not material on initial recognition. As at the end of the reporting period, there was no indication that any subsidiary would default on repayment.

39. EMPLOYEE BENEFITS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Salaries and wages	107,378	97,960	265	265
Defined contribution plan	10,061	9,743	11	11
Provision for retirement benefits	113	545	-	-
Other benefits	7,372	5,312	-	-
	124,924	113,560	276	276

Included in employee benefits of the Group and of the Company are Executive Directors' remuneration amounting to RM16,205,000 (2025: RM13,785,000) and RM276,000 (2025: RM276,000) respectively. The amount included in the Group are the remuneration of RM8,199,000 (2025: RM7,021,000) paid to the Executive Directors of the Company and RM8,006,000 (2025: RM6,764,000) paid to the Executive Directors of the subsidiaries.

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40. SUBSIDIARIES, ASSOCIATES AND A JOINT VENTURE

(a) Details of subsidiaries are as follows:

Company	Principal place of business/ Country of incorporation	Group's effective equity interest		Principal activities
		2026 %	2025 %	
Direct:				
Ancom Properties Sdn. Bhd.	Malaysia	100.0	100.0	Investment holding
Rhodemark Development Sdn. Bhd.	Malaysia	100.0	100.0	Investment holding
Ancom Agrichemical Sdn. Bhd.	Malaysia	100.0	100.0	Investment holding
Nylex Holdings Sdn. Bhd.	Malaysia	100.0	100.0	Investment holding and manufacture and marketing of vinyl-coated fabrics, calendered film and sheeting and other polymer products, including geotextiles and prefabricated sub-soil drainage system and property development
ATG Nexus Sdn. Bhd.	Malaysia	97.3	97.3	Development of IT systems and providing IT related consultancy services
Ancom Truelife Sdn. Bhd.	Malaysia	75.0	75.0	Sale and trading of healthcare products
* Ancom Components Sdn. Bhd.	Malaysia	66.7	66.7	Manufacturing and marketing of low voltage switchgear
Redberry Sdn. Bhd.	Malaysia	100.0	100.0	Investment holding and provision of media advertising
Redberry Holdings Sdn. Bhd.	Malaysia	100.0	100.0	Investment holding
Ancom Management Services Sdn. Bhd.	Malaysia	100.0	100.0	Provision of management services
Synergy Tanker Sdn. Bhd.	Malaysia	100.0	100.0	Investment holding
Ancom Power Solutions Sdn. Bhd.	Malaysia	100.0	100.0	Dormant
ATG Avionix Sdn. Bhd.	Malaysia	100.0	100.0	Development of IT systems and providing IT related consultancy services

Notes to the Financial Statements

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40. SUBSIDIARIES, ASSOCIATES AND A JOINT VENTURE (CONTINUED)

(a) Details of subsidiaries are as follows: (continued)

Company	Principal place of business/ Country of incorporation	Group's effective equity interest		Principal activities
		2026 %	2025 %	
Indirect:				
Ancom Crop Care Sdn. Bhd.	Malaysia	100.0	100.0	Manufacture and marketing of agricultural chemical products
Ancom Bioscience Sdn. Bhd.	Malaysia	100.0	100.0	Trading of agricultural chemical products
Polytensides Sdn. Bhd.	Malaysia	100.0	100.0	Manufacture and sale of agricultural chemical products
Ancom Energy & Services Sdn. Bhd.	Malaysia	100.0	100.0	Marketing of low voltage switchgear
Timber Preservatives Sdn. Bhd.	Malaysia	100.0	100.0	Manufacture and distribution of timber and preservatives related chemical products
Timber Preservatives Industries Sdn. Bhd.	Malaysia	100.0	100.0	Manufacture and distribution of timber and preservatives related chemical products
Kemcom Sdn. Bhd.	Malaysia	100.0	100.0	Manufacture and sale of wood preservatives
Ancom Nutrifooods Sdn. Bhd.	Malaysia	100.0	100.0	Growing of banana and durian, general trading and investment holding
Shennong Animal Health (Malaysia) Sdn. Bhd.	Malaysia	80.0	80.0	Manufacturing of chemical and animal health products
Vemedim Sdn. Bhd.	Malaysia	80.0	80.0	Trading of chemical and animal health products
* Ancom do Brasil Ltda	Brazil	99.9	99.9	Dormant. Holder of licenses for certain agricultural chemical products
* Ancom Australia Pty. Ltd.	Australia	100.0	100.0	Dormant. Holder of licenses for certain agricultural chemical products
* Malancom Agrochemicals (Pte) Limited	South Africa	100.0	100.0	Dormant. Holder of licenses for certain agricultural chemical products
* ChemResources China (Agencies) Limited	Hong Kong	100.0	100.0	Trading of chemical products

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40. SUBSIDIARIES, ASSOCIATES AND A JOINT VENTURE (CONTINUED)

(a) Details of subsidiaries are as follows: (continued)

		Principal place of business/ Country of incorporation	Group's effective equity interest		
Company			2026 %	2025 %	Principal activities
Indirect: (continued)					
*	Decom Limited	Hong Kong	100.0	100.0	Trading of chemical products
	Entopest Environmental Services Sdn. Bhd.	Malaysia	90.0	90.0	Provision of pest control, hygiene and sanitation services
	Entopest Environmental Services (PG) Sdn. Bhd.	Malaysia	81.0	81.0	Provision of pest control, hygiene and sanitation services
*	PT Entopest Enivronmental Services	Indonesia	60.3	60.3	Dormant
@	Airefresh Industries (M) Sdn. Bhd.	Malaysia	18.0	18.0	Manufacture, distribution, merchandise and sale of air fresh products
	Airefresh Marketing Sdn. Bhd.	Malaysia	72.0	72.0	General trading
	Common Feed Sdn. Bhd.	Malaysia	100.0	100.0	Trading of animal feed products
	Vanguard Express Sdn. Bhd.	Malaysia	100.0	100.0	Freight and logistics services
	H.J. Unkel Chemicals Sdn. Bhd.	Malaysia	70.0	70.0	Trading of industrial chemicals products
	Novelty Chemicals Sdn. Bhd.	Malaysia	70.0	70.0	Trading of industrial chemicals products
@	Redberry Media Sdn. Bhd.	Malaysia	46.6	46.6	Provision of media related services
	Redberry Solutions Sdn. Bhd.	Malaysia	51.0	51.0	Dormant
	Wheel Sport Management Sdn. Bhd.	Malaysia	77.0	77.0	Promoters and organiser of motor sports and to buy, sell and deal in all kinds of motors
	Redberry Contact Center Sdn. Bhd.	Malaysia	100.0	100.0	Providing call centre services
	Digital Showcase Sdn. Bhd.	Malaysia	95.0	95.0	Investment holding
*	Redberry Animation Sdn. Bhd.	Malaysia	51.0	51.0	Dormant
	Redberry Advertising Sdn. Bhd.	Malaysia	95.0	95.0	Provision of digital advertising
	Twinstar Synergy Sdn. Bhd.	Malaysia	100.0	100.0	Printing of newspapers, journals, magazines, books and other literary works
	Redberry Retail Sdn. Bhd.	Malaysia	70.0	70.0	Provision of digital advertising
	Ten Plus Resources Sdn. Bhd.	Malaysia	95.0	95.0	Dormant
	Redberry Cinema and Digital Sdn. Bhd.	Malaysia	95.0	95.0	Provision of digital and cinema advertising

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40. SUBSIDIARIES, ASSOCIATES AND A JOINT VENTURE (CONTINUED)

(a) Details of subsidiaries are as follows: (continued)

		Principal place of business/ Country of incorporation	Group's effective equity interest		
Company			2026 %	2025 %	Principal activities
Indirect: (continued)					
^#	Nylex (Malaysia) Berhad ("NMB")	Malaysia	42.2	42.2	Investment holding and manufacture and marketing of vinyl-coated fabrics, calendered film and sheeting and other polymer products, including geotextiles and prefabricated sub-soil drainage system and property development
	Nylex Polymer Marketing Sdn. Bhd.	Malaysia	100.0	100.0	Marketing of polyurethane ("PU") and polyvinyl chloride ("PVC") synthetic leather, films and sheets, geosynthetic and general trading
	PT Nylex Indonesia	Indonesia	100.0	100.0	Manufacture, marketing and distribution of PVC and PU leathercloth
	Perusahaan Kimia Gemilang Sdn. Bhd.	Malaysia	100.0	100.0	Trading in petrochemicals and industrial chemicals
	Fermpro Sdn. Bhd.	Malaysia	100.0	100.0	Manufacture and marketing of ethanol, carbon dioxide and other related chemical products
	Kumpulan Kesuma Sdn. Bhd.	Malaysia	100.0	100.0	Manufacture and marketing of sealants and adhesive products
	Wedon Sdn. Bhd.	Malaysia	100.0	100.0	Marketing of sealants and adhesive products
	Speciality Phosphates (Malaysia) Sdn. Bhd.	Malaysia	51.0	51.0	Manufacture and sale of chemicals
	Nycon Manufacturing Sdn. Bhd.	Malaysia	100.0	100.0	Dormant
	*	Dynamic Chemical Pte. Ltd.	Singapore	100.0	100.0
ALB Marine Sdn. Bhd.		Malaysia	100.0	100.0	Carrying out business of ship owning, ship management and charter hire of tanker
Ancom Kimia Sdn. Bhd.		Malaysia	60.0	60.0	Distribution of petrochemicals and industrial chemicals

Notes to the Financial Statements

31 May 2026

40. SUBSIDIARIES, ASSOCIATES AND A JOINT VENTURE (CONTINUED)

(a) Details of subsidiaries are as follows: (continued)

		Principal place of business/ Country of incorporation	Group's effective equity interest		
Company			2026 %	2025 %	Principal activities
Indirect: (continued)					
*	CKG Chemicals Pte. Ltd.	Singapore	100.0	100.0	Trading and distribution of industrial chemicals and gasoline blending components
	Nylex Specialty Chemicals Sdn. Bhd.	Malaysia	100.0	100.0	Manufacture and sale of phosphoric acid
	Perusahaan Kimia Gemilang (Vietnam) Company Ltd.	Vietnam	100.0	100.0	Building tank farms and other facilities for the storage of industrial chemicals, importation and distribution of industrial chemicals
	PT PKG Lautan Indonesia	Indonesia	100.0	100.0	Importation and distribution of industrial chemicals
	One Chem Terminal Sdn. Bhd.	Malaysia	51.0	51.0	Operate, lease and manage chemical tank farm and warehouse
	Colorex Sdn. Bhd.	Malaysia	70.0	70.0	Blending and trading of chemicals, colours and related products
	Maxlive Sdn. Bhd.	Malaysia	100.0	-	Investment holding
##	Ancom Logistics Berhad ("ALB")	Malaysia	34.0	34.0	Investment holding
@	Synergy Trans-Link Sdn. Bhd.	Malaysia	34.0	34.0	Investment holding
	Ancom Nylex Terminals Sdn. Bhd.	Malaysia	66.3	66.3	Build, own, operate, lease and manage chemical tank farm and warehouse
@	Pengangkutan Cogent Sdn. Bhd.	Malaysia	34.0	34.0	Providing transportation and related services
*	Syarikat Wandeerfull Sdn. Bhd.	Malaysia	100.0	100.0	Investment holding, dealing in and subletting of properties
*	Ancom Healthcare Sdn. Bhd.	Malaysia	100.0	100.0	Property investment
*	Pureplay Interactive Sdn. Bhd.	Malaysia	97.3	97.3	Dormant
*	Trinity Diligent Sdn. Bhd.	Malaysia	60.0	60.0	Dormant
	Flexis Solutions Sdn. Bhd.	Malaysia	80.0	-	Trading of chemical products
	H2H Medicare Group Sdn. Bhd.	Malaysia	60.0	-	Agents, dealers, stockist, distributors, repairers, importers and exporters of medical equipments, dental instrument and supplies; medical training programmes and consultancy

Notes to the Financial Statements

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40. SUBSIDIARIES, ASSOCIATES AND A JOINT VENTURE (CONTINUED)

(b) Details of associates are as follows:

		Principal place of business/ Country of incorporation	Group's effective equity interest		
Company			2026 %	2025 %	Principal activities
Direct:					
*	iSpring Capital Sdn. Bhd.	Malaysia	42.0	42.0	Dormant
*	Jirnexu Pte. Ltd.	Singapore	22.4	22.4	Investment holding
	MSTi Corporation Sdn. Bhd.	Malaysia	20.0	20.0	Trading of computer hardware and software and rendering of IT related consultancy services
Indirect:					
*	Ancom Philippines Inc.	Philippines	39.6	39.6	Dormant. Holder of licenses for certain agricultural chemical products
*	ActMedia (M) Sdn. Bhd.	Malaysia	30.0	30.0	Advertising media design and production
*	Puncak Berlian Sdn. Bhd.	Malaysia	30.0	30.0	Investment holding
*	Trevi Properties Sdn. Bhd.	Malaysia	30.0	30.0	Property Development
*	DJ Money Matters Sdn. Bhd.	Malaysia	50.0	50.0	Money lending business
*	PT Mynindo Acqua Pura	Indonesia	30.0	30.0	Developing high technology products, in particular micro water treatment and waste treatment
*	Trilogy Renewables Sdn. Bhd.	Malaysia	40.0	40.0	Manufacture of gaseous fuels with a specified calorific value, by purification, blending and other processes from gases of various types including natural gas
*	Meru Utama Sdn. Bhd.	Malaysia	35.3	35.3	General traders and rental of media space at airport, baggage trolleys and signages

Notes to the Financial Statements

31 May 2026

40. SUBSIDIARIES, ASSOCIATES AND A JOINT VENTURE (CONTINUED)

(c) Details of the joint venture are as follows:

Company	Principal place of business/ Country of incorporation	Group's effective equity interest		Principal activities
		2026 %	2025 %	
Indirect:				
* Senandung Sonik Sdn. Bhd.	Malaysia	23.3	23.3	Holder of radio license
* Not audited by BDO PLT or BDO Member Firms.				
^ Percentage shareholding computed based on the number of ordinary shares in issue after deduction of the treasury shares of NMB.				
@ The Group considers that it controls these subsidiaries even though it owns less than 50% of voting rights. This is because the Group is the single largest shareholder of these companies. Since the date of acquisition of these subsidiaries, there is no history of the other shareholders collaborating to exercise their votes collectively or to outvote the Group.				
# The financial statements of NMB were consolidated as a subsidiary as the Group has control over the Board of NMB.				
## The financial statements of ALB were consolidated as a subsidiary as the Group has power to govern the financial and operating policies of ALB under a statute and an agreement.				

41. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

41.1 New Amendments to MFRSs adopted during the financial year

The Group and the Company adopted the following Amendments of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

Title	Effective Date
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025

Adoption of the above Amendments did not have any material effect on the financial performance or position of the Group and of the Company.

Notes to the Financial Statements

31 May 2026

41. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs (CONTINUED)

41.2 New MFRSs and Amendments to MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2026

The following are Standards and Amendments of the MFRS Framework that have been issued by the MASB but have not been early adopted by the Group and the Company:

Title	Effective Date
Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
<i>Annual Improvements to MFRS Accounting Standards - Volume 11</i>	1 January 2026
Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosure</i>	1 January 2027
Amendment to MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 121 <i>Translation to a Hyperinflationary Presentation Currency</i>	1 January 2027
MFRS 20 <i>Regulatory Assets and Regulatory Liabilities</i>	1 January 2029
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable for the future financial years.

42. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

- (a) ANB and its subsidiary, Ancom Logistics Berhad ("ALB") had entered into a Heads of Agreement ("ALB HOA") with Greenheart Sdn. Bhd. ("GSB"), Choong Wee Keong ("CWK") and How Yoon For ("HYF") for the following:

(GSB, CWK and HYF shall be collectively referred to as "Vendors" and ANB, ALB, and Vendors shall be collectively referred to as "Parties")

- (i) proposed acquisition by ALB of the entire share capital of Green Lagoon Technology Sdn. Bhd. ("GLTSB") from the Vendors for total consideration of RM120,000,000, subject to an independent valuation to be conducted on GLTSB during the due diligence and in return ALB shall issue 1,000,000,000 new ordinary shares in ALB ("ALB Share(s)") at an issue price of RM0.12 per ALB Share, that will be listed and tradeable in the ACE Market to the GLTSB shareholders ("Consideration Shares") ("Proposed Acquisition");
- (ii) proposed exemption under subparagraph 4.08(1)(a) of the Rules on Take-overs, Mergers and Compulsory Acquisitions to the Vendors, other shareholders of GLTSB and their person(s) acting in concert (collectively "PAC(s)") under Sections 216(2) and 216(3) of the Capital Markets and Services Act 2007 from the obligation to undertake a mandatory offer for the remaining ALB Shares not already owned by them pursuant to the Proposed Acquisition ("Proposed Exemption");
- (iii) proposed private placement of up to 183,333,334 new Shares (or such other number of new Shares as may be applicable) to ANB for the total sum of up to RM22,000,000.08 (or such other amount corresponding to such number of new ALB Shares to be issued), and to be settled in cash at the issue price of RM0.12 per ALB Share, provided that the total percentage of shareholding held by ANB directly and indirectly in the share capital of ALB on completion of the Proposed Acquisition shall not exceed such number of ALB Shares representing 21% of the entire share capital of ALB ("Proposed Private Placement"); and

Notes to the Financial Statements

31 May 2026

42. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD (CONTINUED)

- (a) ANB and its subsidiary, Ancom Logistics Berhad ("ALB") had entered into a Heads of Agreement ("ALB HOA") with Greenheart Sdn. Bhd. ("GSB"), Choong Wee Keong ("CWK") and How Yoon For ("HYF") for the following: (continued)
- (iv) proposed disposal by ALB all of its subsidiaries (i.e., Synergy Trans-Link Sdn. Bhd. and its subsidiaries, Pengangkutan Cogent Sdn. Bhd. and Ancom Nylex Terminals Sdn. Bhd.) to ANB at an independent valuation to be conducted and agreed by ANB and ALB and upon such terms and conditions to be determined later ("Proposed Disposal").

Subsequently on 21 April 2025, ALB and ANB entered into a Supplemental Agreement to the ALB HOA ("Supplemental Agreement") with the Vendors and GLTSB. Pursuant to the Supplemental Agreement, the Parties have mutually agreed to, amongst others, the following:

- (i) vary the terms of the Proposed Private Placement to up to 83,333,334 new ordinary shares (or such other number of new ordinary shares as may be applicable) to be issued by ALB to ANB for the total sum of up to RM10,000,000.08 (or such other amount corresponding to such number of new ordinary shares to be issued), and to be settled in cash at the issue price of RM0.12 per share, provided that the total percentage of shareholding held by ANB directly and indirectly in the share capital of ALB on completion of the Proposed Acquisition shall not exceed such number of ALB Shares representing 22% of the entire issued and paid-up share capital of ALB;
- (ii) to include a proposed subscription by ANB for 145,685 new ordinary shares in GLTSB ("GLTSB Share(s)") (or such other number of new GLTSB Shares as may be applicable), to be issued and allotted by GLTSB to ANB for the total sum of RM12,000,073.45 ("Subscription Shares") at the issue price of RM82.37 per GLTSB Share ("Proposed Subscription"); and
- (iii) extend the Term to 31 December 2025.

(The Proposed Acquisition, Proposed Exemption, Proposed Private Placement, and Proposed Disposal shall be collectively referred to as "Proposals")

Further to that, on 22 October 2025, ALB and ANB had entered into a 2nd Supplemental Agreement to the HOA as amended by the Supplemental Agreement to the HOA dated 21 April 2025 ("2nd Supplemental Agreement") with the Vendors and GLTSB. Pursuant to the 2nd Supplemental Agreement, the Parties have mutually agreed to, amongst others, the following:

- (i) exclude the Proposed Private Placement as part of the Proposals. As such, pursuant to the 2nd Supplemental Agreement, the relevant clauses in relation to the Proposed Private Placement are to be deleted in its entirety;
- (ii) exclude the Proposed Subscription as part of the Proposals. As such, pursuant to the 2nd Supplemental Agreement, the relevant clauses in relation to the Proposed Subscription are to be deleted in its entirety;
- (iii) to amend the conditionality for the Proposals where GLTSB and ANB are desirous and agreed to enter into a share subscription agreement for ANB to subscribe for such number of ordinary shares in GLTSB on terms to be mutually agreed by GLTSB and ANB in the share subscription agreement. Upon completion of the share subscription agreement, ANB will become a vendor to the Proposed Reverse Take-overs (RTO); and
- (iv) extend the Term to 31 December 2026.

Pursuant to the 2nd Supplemental Agreement, the share subscription by ANB of 2,702,072 representing 16.92% of GLTSB for RM22 million cash was completed on 30 June 2026.

Upon completion of the Proposals, ALB will cease to be a subsidiary of ANB and will be accounted for an associate company of ANB.

As at the date of this report, the Proposals are yet to be completed.

Notes to the Financial Statements

31 May 2026

42. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD (CONTINUED)

- (b) On 5 December 2025, the Company announced that Nylex Holdings Sdn. Bhd. ("NHSB"), a wholly-owned subsidiary of the Company, has on 5 December 2025 entered into a non-binding term sheet with TopNext International Company Limited ("TopNext") for the proposed disposal of up to 50% equity interest in Maxlive Sdn. Bhd. ("Maxlive"), an investment holding company formed pursuant to an internal restructuring exercise for the purpose of the proposed disposal ("Proposed Disposal of Maxlive"), subject to the terms and conditions to be mutually agreed between the NHSB and TopNext, in a Share Sale and Purchase agreement ("SPA") to be executed in due course by the NHSB and TopNext.

The Proposed Disposal of Maxlive will be undertaken in two tranches as follows:

- (i) First Tranche: disposal of 25% equity interest in Maxlive ("First Tranche Sale Shares") by NHSB to TopNext for USD9,320,000 (approximately RM38,454,320) ("First Tranche Sale Shares Consideration"); and
- (ii) Second Tranche: disposal of an additional 25% equity interest in Maxlive ("Second Tranche Sale Shares") by the NHSB to the TopNext for USD9,320,000 (approximately RM38,454,320) ("Second Tranche Sale Shares Consideration"), subject to TopNext's exercise of a Call Option.

As at the date of this report, the Proposed Disposal of Maxlive is yet to be completed.

- (c) On 11 May 2026, the Company announced that its 42.2% owned subsidiary, Nylex (Malaysia) Berhad ("NMB"), has received a Letter of Intent ("LOI") dated 5 May 2026 from the Government of Malaysia, through the Public Private Partnership Unit ("UKAS"), Prime Minister's Department, in relation to a proposed public-private partnership project in Iskandar Malaysia.

The Government has granted approval in principle to a consortium comprising:

- DOM Industries (M) Sdn. Bhd.;
 - MMC Engineering Sdn. Bhd.;
 - BTS Group Holdings Public Company Limited; and
 - NMB
- (collectively referred to as the "Consortium")

to undertake the proposed Pembangunan Awam Darat Di Wilayah Iskandar Malaysia (Iskandar Malaysia Public Land Transport Development Project) ("Proposed Project"), which will be based on a medium capacity rail system under a public-private partnership model.

The Consortium shall negotiate the terms and conditions of the Proposed Project with the Government. The implementation of the Proposed Project is subject to the execution and finalisation of definitive agreements with the Government of Malaysia.

The Company will make further announcements on any material developments in respect of the Proposed Project in accordance with the Bursa Main Market Listing Requirement.

Notes to the Financial Statements

31 May 2026

43. MATERIAL LITIGATION

High Court of Malaya at Kuala Lumpur Suit No. WA-22NCVC-87-02/2018

On 12 February 2018, a wholly-owned subsidiary of the Group, ACC and Hamshi Plantation Sdn. Bhd. initiated a legal action at the High Court of Malaya at Kuala Lumpur as plaintiffs against Logix World (M) Sdn. Bhd. ("Logix World") and Citra Semerbak Sdn. Bhd. as defendants to claim against and to hold the defendants jointly and severally liable for a principal sum of RM2,702,500, being the unpaid amount for goods sold and delivered by the plaintiffs to the defendants, and interest at the rate of 12.0% per annum from 24 October 2017 until full and final settlement.

On 21 May 2019, the plaintiffs filed the Substantive Application for Contempt against the directors of Logix World. The Court had on 13 July 2020 found the directors of Logix World guilty of contempt and that the plaintiffs have proven their case against the aforesaid directors for interference with the administration of justice beyond reasonable doubt. The Court had on 15 October 2021, sentenced the directors and awarded costs of RM15,000 and imposed a fine of RM10,000 per person.

The Kuala Lumpur High Court issued judgments on 10 February 2025, holding the defendants liable to the plaintiffs for a principal sum of RM1,762,500, along with 12% annual interest from 24 October 2017 until full payment, and costs totaling RM104,000. The Court dismissed the defendants' application regarding misjoinder of parties and ordered them to pay additional costs of RM5,200.

Following the Court's decisions, the plaintiffs has on 17 March 2025 filed the bankruptcy proceedings against the directors of Logix World. The directors of Logix World applied to stay these bankruptcy proceedings pending the disposal of the appeal in the Court of Appeal but has been dismissed by the Bankruptcy Court on 26 August 2025 and the Court recorded that an "act of bankruptcy" has been committed by the directors of Logix World on 26 August 2025. The next Court of Appeal hearing is scheduled on 11 November 2026. Subsequently, the next case management of the Bankruptcy Court is on 13 November 2026 to update the outcome of the Court of Appeal.

The Group is currently in the process of enforcing the judgment and recovering the awarded amount.

Additional Compliance Information

Audit and Non-audit Fee

The disclosure on audit fee and non-audit fee paid or payable to BDO PLT, the external auditors of the Company, in the financial year is in page 201 to the financial statements.

Utilisation of Proceeds

During the financial year, a total of 16,498,918 Warrants B 2020/2025 ("WB") of the Company were exercised, raising a total of RM4,620,000 in proceeds which were used as working capital of the Group.

Expiry of WB

On the expiry date of the WB on 9 September 2025, a total of 8,687,410 WB remained unexercised and therefore lapsed and ceased to be valid for any purposes.

Recurrent Related Party Transactions ("RRPTs")

The aggregate value of RRPT made during the financial year, pursuant to the shareholders' mandate obtained at 56th Annual General Meeting of the Company, is as follows:

Related Party	Transacting Parties for RRPTs	Nature of RRPTs	Value of RRPTs (RM'000)	Interested Directors, major shareholders and connected persons
Malay Mail Online Sdn. Bhd. ("MMOSB")	The Company and its subsidiaries ("ANB Group")	Provision of advertising space in the media channels by MMOSB to ANB Group	2,327	• Dato' Siew Ka Wei • Datin Young Ka Mun • Siew Ka Kheong • Quek Lay Kheng • Siew Yuen Tuck
Helm Asia Pte Ltd ("HELM Asia")	ANB Group	Purchase of methanol by ANB Group from HELM Asia	40,074	• Stephan Schnabel • HELM AG
		Sale of agrichemical products (insecticides, herbicides and fungicides) by ANB Group to HELM Asia	1,997	

Material Contracts Involving Directors'/Major Shareholders' Interests

There were no material contracts (other than contracts entered into in the ordinary course of business) entered into by the Company and/or its subsidiary companies which involves the interest of its Directors and major shareholders, either still subsisting at the end of the financial year ended 31 May 2026 or entered into since the end of the previous financial year.

Disclosure of Financial Data for Shariah Screening

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2026 RM'000	2025 RM'000
Revenue	1,926,358	1,874,640
Other income	7,860	11,682
Interest income	1,251	1,734
Share of profit of associates	2,995	5
Total income	1,938,464	1,888,061
Total assets	1,392,787	1,249,758

(b) Business Activities

	Group	
	2026 RM'000	2025 RM'000
Shariah Non-Compliant Activities		
Manufacturing and trading of ethanol and other related chemical products:		
- meant for alcoholic beverages	9,419	8,406
- meant for selling/distribution to wineries	29,248	30,293
Digital advertising and media related services for conventional financial services	42	617
Animal livestock (revenue from swine)	7,170	7,887
Interest income	1,199	932
Share of profit of associates	1	10
Total	47,079	48,145

Disclosure of Financial Data for Shariah Screening

(c) Components of financial statements

	Group	
	2026 RM'000	2025 RM'000
(i) Cash Component		
Islamic Account/Instruments		
Cash and bank balances	8,276	14,264
Conventional Account/Instruments		
Cash and bank balances	101,981	136,848
	110,257	151,112
(ii) Debt Component		
Islamic Financing		
Current borrowings	53,666	41,297
Non-current borrowings	6,548	7,360
	60,214	48,657
Conventional Borrowings		
Current borrowings	278,228	249,902
Non-current borrowings	20,980	24,533
	299,208	274,435
Total borrowings	359,422	323,092

List of Top Ten Properties

As at 31 May 2026

	Owner	Location	Tenure	Land Area	Descriptions	Carrying Amount As At 31 May 2026 (RM'000)	Date of Acquisition / Revaluation
1.	Ancom Nylex Terminals Sdn. Bhd.	Jeti Petrokimia, Pelabuhan Barat Pelabuhan Klang Selangor	Unexpired lease period of 44 years (Expiring on 31 August 2070)	9.8 acres	Tank farm, office and warehouse Age of building: approximately 28 years	32,881	NA
2.	Ancom Crop Care Sdn. Bhd.	P.T. 4227, Mukim of Kapar, Daerah Klang, Selangor	Unexpired leasehold interest of 60 years (Expiring on 9 June 2086)	2.52 hectares	Office and factory buildings Age of buildings: approximately 35 years	29,100	30 March 2011
3.	Nylex Holdings Sdn. Bhd.	H.S.(D) 256546, Lot 16, Seksyen 15, Bandar Shah Alam, Selangor	Unexpired leasehold interest of 82 years (Expiring on 29 June 2108)	3.02 hectares	Office building and factory Age of buildings: approximately 55 years	27,332	26 Jan 2022
		H.S.(D) 256546, Lot 16, Seksyen 15, Bandar Shah Alam, Selangor	Unexpired leasehold interest of 82 years (Expiring on 29 June 2108)	1.21 hectares	Warehouse, factory and vacant land Age of buildings: approximately 46 years		
4.	Ancom Nylex Berhad	H.S.(D) 259800, No. 2A, Jalan 13/2, Petaling Jaya, Selangor	Unexpired leasehold interest of 82 years (Expiring on 21 October 2108)	1.31 hectares	Office and factory buildings Age of buildings: approximately 40 to 51 years	24,432	7 April 2011
5.	Ancom Crop Care Sdn. Bhd.	PN 77684, Lot 5, Seksyen 15, Bandar Shah Alam, Selangor	Unexpired leasehold interest of 82 years (Expiring on 15 July 2108)	2.22 hectares	Office and factory buildings Age of buildings: approximately 56 years	12,598	11 May 2011

List of Top Ten Properties

As at 31 May 2026

	Owner	Location	Tenure	Land Area	Descriptions	Carrying Amount As At 31 May 2026 (RM'000)	Date of Acquisition / Revaluation
6.	Ancom Crop Care Sdn. Bhd.	H.S.(M) 6259, PT 4228, Mukim of Kapar, Daerah Klang, Selangor	Unexpired leasehold interest of 60 years (Expiring on 9 June 2086)	2.85 hectares	Office building and factory Age of building: approximately 35 years	10,650	7 April 2011
7.	Nylex Specialty Chemicals Sdn. Bhd.	H.S.(M) 5507, Lot 593, Persiaran Raja Lumu, Kawasan Perusahaan Pandamaran, 42000 Port Klang, Selangor Darul Ehsan	Unexpired leasehold interest of 96 years (Expiring on 1 September 2122)	0.81 hectares	Office building and factory Age of buildings: approximately 51 years	7,216	25 April 2011
8.	PT Nylex Indonesia	HGB No. 82, Desa Sumengko Km31, Wringinanom, Gresik 61176 Indonesia	Unexpired leasehold interest of 3 years (Expiring on 12 January 2029)	0.64 hectares	Casting line factory and office Age of buildings: approximately 22 years	7,117	12 May 2011
		HGB No. 82, Desa Sumengko Km31, Wringinanom, Gresik 61176 Indonesia	Unexpired leasehold interest of 3 years (Expiring on 12 January 2029)	5.36 hectares	Calendar line factory and vacant land Age of buildings: approximately 12 years		
9.	Nylex Holdings Sdn. Bhd.	Unit No: 7-10, Wisma 730 (The Trax) No: 1, Jalan Lima, Off Jalan Chan Sow Lin, 54200 Kuala Lumpur	Unexpired leasehold interest of 89 years (Expiring on 1 March 2115)	0.10 hectares	Vacant	6,231	26 Jan 2022
10.	Nylex Specialty Chemicals Sdn. Bhd.	H.S.(M) 6588, Lot 624, Persiaran Raja Lumu, Kawasan Perusahaan Pandamaran, 42000 Port Klang, Selangor Darul Ehsan	Unexpired leasehold interest of 96 years (Expiring on 19 February 2122)	0.83 hectares	Office building and warehouse Age of buildings: approximately 49 years	4,865	25 April 2011

Analysis of Shareholdings

As at 1 September 2026

NO. OF HOLDERS OF EACH CLASS OF EQUITY SECURITIES

Class of securities : Ordinary shares ("Shares")
 Total no. issued : 1,150,000,000
 No. of holders : 11,945
 Voting rights : One vote per Share on a poll

DISTRIBUTION SCHEDULE

Holdings	No. of Holders	Total Holdings	%
Less than 100	3,087	101,137	0.009
100 to 1,000	2,703	1,115,966	0.107
1,001 to 10,000	3,392	14,336,662	1.381
10,001 to 100,000	2,309	64,790,873	6.240
100,001 to less than 5% of issued Shares	452	673,008,869	64.815
5% and above of issued Shares	2	285,005,774	27.448
	11,945	1,038,359,281	100.000
Treasury shares	-	111,640,719	-
	11,945	1,150,000,000	100.000

SHAREHOLDINGS

	Direct		Indirect	
	No. of Shares	%	No. of Shares	%
Directors				
Dato' Siew Ka Wei	145,577,746	14.020	20,066,301 ^(a)	1.933
Datuk Lee Cheun Wei	112,491,242	10.834	27,583,646 ^(b)	2.656
Stephan Schnabel	-	-	187,156,845 ^(c)	18.024
Siew Ka Kheong (alternate to Dato' Siew Ka Wei)	12,151,371	1.170	6,058,784 ^(d)	0.583
Substantial Holders				
Dato' Siew Ka Wei	145,577,746	14.020	20,066,301 ^(a)	1.933
Datuk Lee Cheun Wei	112,491,242	10.834	27,583,646 ^(b)	2.656
HELM AG	187,156,845	18.024	-	-
Stephan Schnabel	-	-	187,156,845 ^(c)	18.024

Notes:

- (a) Deemed interested by virtue of his interest held through Datin Young Ka Mun, Siew Ka Kheong, Quek Lay Kheng and Siew Yuen Tuck.
 (b) Deemed interested by virtue of his interest in QuantumVerse Sdn. Bhd.
 (c) Deemed interested by virtue of his interest in HELM AG.
 (d) Deemed interested by virtue of his interest held through Quek Lay Kheng.

Analysis of Shareholdings

As at 1 September 2026

THIRTY LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS

(Without aggregating securities from different securities accounts belonging to the same person)

Name	No. of Shares	%
1. HELM AG	187,156,845	18.024
2. Kenanga Nominees (Tempatan) Sdn. Bhd. - Siew Ka Wei	97,848,929	9.423
3. Citigroup Nominees (Tempatan) Sdn. Bhd. - Urusharta Jamaah Sdn. Bhd. (2)	51,693,517	4.978
4. Maybank Nominees (Tempatan) Sdn Bhd - Lee Cheun Wei	47,143,613	4.540
5. Affin Hwang Nominees (Tempatan) Sdn. Bhd. - Siew Ka Wei	39,160,399	3.771
6. CIMB Group Nominees (Tempatan) Sdn. Bhd. - CIMB Commerce Trustee Berhad – Kenanga Growth Fund	37,050,181	3.568
7. RHB Nominees (Tempatan) Sdn. Bhd. - Lee Cheun Wei	36,429,621	3.508
8. Lim Chin Tong	25,161,298	2.423
9. Affin Hwang Nominees (Tempatan) Sdn. Bhd. - Lee Cheun Wei	19,472,043	1.875
10. Citigroup Nominees (Asing) Sdn. Bhd. - Exempt An for UBS AG Singapore (Foreign)	16,133,808	1.554
11. Citigroup Nominees (Tempatan) Sdn. Bhd. - Kumpulan Wang Persaraan (Diperbadankan) (Kenanga)	15,918,000	1.533
12. RHB Nominees (Tempatan) Sdn. Bhd. - QuantumVerse Sdn. Bhd.	15,255,006	1.469
13. Cartaban Nominees (Tempatan) Sdn. Bhd. - CN CIMB Commerce Trustee Berhad - Kenanga Growth Fund Series 2	14,563,607	1.403
14. RHB Nominees (Tempatan) Sdn. Bhd. - QuantumVerse Sdn. Bhd.	12,328,640	1.187
15. RHB Nominees (Tempatan) Sdn. Bhd. - Tai Mee Yin	11,478,158	1.106
16. Maybank Nominees (Tempatan) Sdn Bhd - Siew Ka Wei	10,639,418	1.025
17. CIMB Islamic Nominees (Tempatan) Sdn. Bhd. - CIMB Islamic Trustee Berhad - Kenanga Syariah Growth Fund	10,532,672	1.014
18. Yap Ai Toi	10,212,876	0.984
19. DB (Malaysia) Nominee (Tempatan) Sendirian Berhad - Deutsche Trustees Malaysia Berhad - Hong Leong Value Fund	10,100,000	0.973
20. Leverage Success Sdn. Bhd.	8,572,104	0.826
21. Lee Cheun Wei	8,106,785	0.781
22. Hasnul Bin Hassan	7,429,560	0.716
23. Citigroup Nominees (Tempatan) Sdn. Bhd. - Kumpulan Wang Persaraan (Diperbadankan) (AIIMAN IS EQ)	7,017,016	0.676
24. Citigroup Nominees (Tempatan) Sdn. Bhd. - CIMB Commerce Trustee Berhad – Kenanga Malaysian Inc Fund	6,279,830	0.605
25. Siew Ka Kheong	6,210,830	0.598
26. Quek Lay Kheng	6,058,784	0.583
27. CIMB Group Nominees (Tempatan) Sdn. Bhd. - CIMB Commerce Trustee Berhad - Kenanga Shariah Growth Opportunities Fund (50156 TR01)	5,924,015	0.571
28. Citigroup Nominees (Tempatan) Sdn. Bhd. - Employees Provident Fund Board	5,535,600	0.533
29. DB (Malaysia) Nominee (Tempatan) Sendirian Berhad - Deutsche Trustees Malaysia Berhad – Eastspring Investmentssmall-cap Fund	4,974,971	0.479
30. Ngan Tin Yee	4,747,339	0.457
Total	739,135,465	71.183

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 57th Annual General Meeting ("AGM") of the Company will be held at Selangor 1 Ballroom, Dorsett Grand Subang, Jalan SS 12/1, 47500 Subang Jaya, Selangor Darul Ehsan, Malaysia on Thursday, 29 October 2026 at 11.30 a.m. to transact the following businesses:

AGENDA

AS ORDINARY BUSINESS

- | | |
|---|--|
| 1. To receive the Audited Financial Statements for the financial year ended 31 May 2026 together with the Reports of the Directors and Auditors thereon. | (Please refer to Explanatory Note 1) |
| 2. To re-elect the following Directors who are retiring pursuant to Clause 125 of the Company's Constitution:
(i) Datuk Anuar Bin Ahmad
(ii) Datuk Lee Cheun Wei
(iii) Christina Foo | [Ordinary Resolution 1]
[Ordinary Resolution 2]
[Ordinary Resolution 3] |
| 3. To re-elect Datuk Seri Kamaludin Bin Md Said who retires pursuant to Clause 130 of the Company's Constitution. | [Ordinary Resolution 4] |
| 4. To approve the payment of Directors' fees to the Non-Executive Directors for the financial year ending 31 May 2027, to be paid quarterly in arrears. | [Ordinary Resolution 5] |
| 5. To approve the payment of Directors' benefits to the Non-Executive Directors for the period from 29 October 2026 until the next annual general meeting of the Company. | [Ordinary Resolution 6] |
| 6. To re-appoint BDO PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. | [Ordinary Resolution 7] |

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions, with or without modification(s):

- | | |
|---|--------------------------------|
| 7. PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS ("RRPTs") OF A REVENUE OR TRADING NATURE | [Ordinary Resolution 8] |
|---|--------------------------------|

"THAT subject always to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given to the Company and/or its subsidiaries ("Group") to enter into the RRPTs of a revenue or trading nature with the existing related parties as specified in Section 2.2 of the Circular to Shareholders dated 30 September 2026, provided that such transactions are necessary for the Group's day-to-day operations and carried out in the ordinary course of business at arm's length basis and on normal commercial terms which are not more favourable to the related parties than those generally available to the public and are not detrimental to the interest of the minority shareholders of the Company.

Notice of Annual General Meeting

THAT the authority conferred by such mandate shall continue to be in force until:

- (i) the conclusion of the next annual general meeting of the Company, at which time it will lapse, unless by a resolution passed at that meeting, the authority is renewed;
- (ii) the expiration of the period within which the next annual general meeting of the Company is required to be held pursuant to Section 340(2) of the Companies Act 2016 (but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Companies Act 2016); or
- (iii) revoked or varied by a resolution passed by the Company's shareholders at a general meeting;

whichever is the earlier.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing all such documents) as the Directors may consider expedient or necessary or in the best interest of the Company to give effect to this resolution."

8. **PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR SHARE BUY-BACK**

[Ordinary Resolution 9]

"THAT subject to the Companies Act 2016, the Constitution of the Company, the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") and all other applicable laws, guidelines, rules and regulations, approval be and is hereby given for the Company to purchase such number of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the best interest of the Company ("Share Buy-Back Mandate") provided that:

- (i) the aggregate number of ordinary shares in the Company purchased and/or held as treasury shares pursuant to the Share Buy-Back Mandate does not exceed ten percent (10%) of the total number of issued shares of the Company at any point in time;
- (ii) the maximum funds to be allocated by the Company for the purpose of purchasing its ordinary shares shall not exceed the total retained profits of the Company based on the latest audited financial statements and/or the latest management accounts (where applicable) available at the time of the purchase; and
- (iii) the Directors of the Company may decide either to retain the ordinary shares so purchased as treasury shares or cancel the ordinary shares so purchased or retain part of the ordinary shares so purchased and cancel the remainder or resell the treasury shares on Bursa Securities or distribute the treasury shares as dividends or transfer the treasury shares under an employees' share scheme or as purchase consideration or otherwise use the treasury shares for such other purpose in the manner as prescribed by the Listing Requirements and all other applicable laws, guidelines, rules and regulations, issued by the relevant authorities.

Notice of Annual General Meeting

THAT the authority conferred by this resolution will be effective upon the passing of this resolution and will continue to be in force until:

- (a) the conclusion of the next annual general meeting of the Company, at which time it shall lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;
- (b) the expiration of the period within which the next annual general meeting of the Company after that date is required by law to be held; or
- (c) revoked or varied by an ordinary resolution passed by the Company's shareholders at a general meeting;

whichever occurs first, but shall not prejudice the completion of purchase(s) by the Company of its own shares before the aforesaid expiry date and, in any event, in accordance with the Listing Requirements and all other applicable laws, guidelines, rules and regulations issued by the relevant authorities.

AND THAT authority be and is hereby given to the Directors of the Company to take all such steps to implement, finalise and give full effect to the Share Buy-Back Mandate with full power to assent to any conditions, modifications, variations and/or amendments as may be required by the relevant authorities or as the Directors deem fit and expedient at their discretion in the best interest of the Company."

9. **PROPOSED AUTHORITY TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016**

[Ordinary Resolution 10]

"THAT pursuant to Sections 75 and 76 of the Companies Act 2016 and subject to the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and the approvals of the relevant governmental/regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised, to issue and allot shares in the Company from time to time, at such price, upon such terms and conditions, to such persons and for such purposes as the Directors may in their absolute discretion deem fit PROVIDED THAT the aggregate number of shares to be issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being AND THAT the Directors be authorised to do all such things as they deem fit and expedient in the best interest of the Company to give effect to the issuance of new shares under this resolution including making such applications to Bursa Securities for the listing of and quotation for the additional shares so issued on Bursa Securities AND THAT such authority shall continue to be in force until the conclusion of the next annual general meeting of the Company held after the approval was given or at the expiry of the period within which the next annual general meeting is required to be held after the approval was given, whichever is the earlier, unless revoked or varied by an ordinary resolution of the Company at a general meeting."

Notice of Annual General Meeting

10. To transact any other business of which due notice shall have been given in accordance with the Constitution of the Company and the Companies Act 2016.

By Order of the Board,

CHOO SE ENG (MIA 5876) (SSM PC No. 202208000036)

ANGELINA CHEAH GAIK SUAN (MAICSA 7035272) (SSM PC No. 202008002177)

TAN BEE HWA (MAICSA 7058049) (SSM PC No. 202008001174)

Company Secretaries

Petaling Jaya

30 September 2026

NOTES:

- (1) A registered member, including an authorised nominee who is entitled to attend and vote at the AGM may appoint up to two (2) proxies to attend and vote on his/her behalf at the AGM. A proxy may but need not be a member of the Company and need not be an advocate, an approved company auditor or a person approved by the Registrar of Companies. There shall be no restriction as to the qualification of the proxy.
- (2) In respect of deposited securities, only members whose names appear on the Record of Depositors as at 21 October 2026 shall be entitled to participate in the AGM and appoint proxy(ies) to participate on his/her behalf at the AGM.
- (3) Where a member is an exempt authorised nominee as defined under Securities Industry (Central Depositories) Act, 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- (4) Where a member, an authorised nominee or an exempt authorised nominee, appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holding to be represented by each proxy in the Proxy Form.
- (5) The appointment of proxy(ies) may be made in the following manner and must be received by the Company's Share Registrar at least 48 hours before the time appointed for holding the AGM or any adjournment thereof:
- i. In hardcopy form
To be deposited with the office of the Company's Share Registrar, Vistra Investor & Issuing House Services Sdn. Bhd. (formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.) at Unit 32- 01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, deposit the Proxy Form in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
 - ii. By electronic means
Please refer to the Administrative Guides for Shareholders for further information on electronic submission of Proxy Form.
- (6) Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly.
- (7) Any authority pursuant to which such an appointment is made by a Power of Attorney must be deposited at the office of the Company's Share Registrar, Vistra Investor & Issuing House Services Sdn. Bhd. (formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.) at the address indicated in item (5)(i) above not less than 48 hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the Power of Attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
- (8) Last date and time for lodging the Proxy Form and the Power of Attorney is by **Tuesday, 27 October 2026 at 11.30 a.m.**

Notice of Annual General Meeting

- (9) For a corporate member who has appointed an authorised representative, please deposit the original or duly certified certificate of appointment of authorised representative ("Certificate") with the Company's Share Registrar at its address indicated in item (5)(i) above before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. The Certificate should be executed in the following manner:
- i. If the corporate member has a Common Seal, the Certificate should be executed under seal in accordance with the constitution of the corporate member.
 - ii. If the corporate member does not have a Common Seal, the Certificate should be affixed with the rubber stamp of the corporate member (if any) and executed by: (a) at least two (2) authorised officers, one (1) of whom shall be a director; or (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
- (10) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of AGM will be put to vote by way of poll.

EXPLANATORY NOTES TO THE AGENDA:

1. Item 1 of the Agenda – Audited Financial Statements for the financial year ended 31 May 2026

This agenda item is meant for discussion only. The provisions of Sections 248(2) and 340(1)(a) of the Companies Act 2016 do not require a formal approval of the shareholders for the Audited Financial Statements. As such, this agenda item is not a business which requires a motion to be put forward for voting.

2. Ordinary Resolutions 1, 2, 3, and 4 – Re-election of Retiring Directors

Datuk Anuar Bin Ahmad, Datuk Lee Cheun Wei, Christina Foo and Datuk Seri Kamaludin Bin Md Said are standing for re-election as Directors of the Company and being eligible, have offered themselves for re-election at the AGM.

Their profiles are disclosed in the Board of Directors of the Annual Report 2026.

Save for the conflict of interest involving Datuk Anuar Bin Ahmad as disclosed in the Annual Report 2026, the other retiring Directors have no conflict of interest with the Company and have no family relationship with any Director and/or major shareholder of the Company. The Board had, through the Remuneration & Nomination Committee, assessed the performance and contribution of each of the retiring Directors including their personality, experience, integrity, competence, time commitment and fit and proper as enumerated in the Company's Directors' Fit and Proper Policy to effectively discharge their roles as Directors. Based on the assessment conducted, the Board is satisfied that the aforesaid Directors have devoted sufficient time to carry out their responsibilities throughout their tenure. They also possess relevant qualification, knowledge and experience which complement the Board's competencies.

3. Ordinary Resolution 5 – Directors' Fees payable to Non-Executive Directors ("NEDs") for the financial year ending 31 May 2027

At the 56th annual general meeting of the Company, the shareholders had approved the payment of Directors' fees to the NEDs amounting to RM1,000,000 and RM1,300,000 for the Company and the Group respectively for the financial year ended 31 May 2026.

The actual amount of Directors' fees paid to the NEDs were RM766,630 for both the Group and the Company for the financial year ended 31 May 2026.

For the financial year ending 31 May 2027, the Company proposed to pay up to RM1,000,000 and RM1,300,000 respectively to the NEDs of the Company and the Group. These amounts are calculated based on the existing memberships in the Board and Board Committees (and possible new additional members to the Board and Board Committees), and assuming that all NEDs will hold office until the next annual general meeting in the financial year ending 31 May 2027. This resolution is to facilitate payment of Directors' fees to the NEDs on current year basis. In the event the proposed amount is insufficient (due to enlarged Board size), approval will be sought at the next annual general meeting for the shortfall.

Notice of Annual General Meeting

The proposed fees payable by the Company to the NEDs are detailed below:

NEDs	Fee Per Year (RM)
<u>Board of Directors</u>	
- Chairman	100,000
- Member	70,000
<u>Audit Committee</u>	
- Chairman	45,000
- Member	30,000
<u>Risk Management & Sustainability Committee</u>	
- Chairman	25,000
- Member	20,000
<u>Remuneration & Nomination Committee</u>	
- Chairman	25,000
- Member	20,000

4. Ordinary Resolution 6 – Benefits payable to NEDs

The benefits payable to the NEDs comprise meeting attendance allowance and other benefits (car, fuel, driver, and other emoluments).

In determining the estimated total amount of benefits (excluding Directors' fees) for the NEDs, the Board considered various factors including the number of scheduled meetings for the Board, Board Committees as well as the number of Directors involved. The Board is recommending to the shareholders to approve the Directors' benefits payable to the NEDs of up to RM120,000 from the date of the forthcoming AGM until the next annual general meeting of the Company. In the event the proposed amount is insufficient (due to more meetings/enlarged Board size), approval will be sought at the next annual general meeting for the shortfall.

5. Ordinary Resolution 7 – Re-appointment of Auditors

The Audit Committee had evaluated the performance of BDO PLT, the External Auditors, as enumerated in the Audit Committee Report and had recommended the re-appointment of BDO PLT as the External Auditors of the Company for the ensuing year. The Board concurred with the recommendation of the Audit Committee.

6. Ordinary Resolutions 8 – Proposed Renewal of Shareholders' Mandate for RRPTs of a Revenue or Trading Nature

Ordinary Resolutions 8, if passed, will allow the Group to enter into RRPTs with the existing related parties in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad without the necessity to convene separate general meetings to seek shareholders' approval as and when such RRPTs occur. This would reduce substantial administrative time and expenses associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. This authority, unless revoked or varied at a general meeting, will expire at the next annual general meeting of the Company and is subject to renewal on an annual basis.

Further details relating to this proposed resolution is set out in Part A of the Company's Circular to Shareholders/Statement dated 30 September 2026.

Notice of Annual General Meeting

7. Ordinary Resolution 9 – Proposed Renewal of Shareholders' Mandate for Share Buy-Back

Ordinary Resolution 9, if passed, will empower the Directors of the Company to purchase its own shares up to ten percent (10%) of the total number of issued shares of the Company. This authority, unless revoked or varied at a general meeting, will expire at the next annual general meeting of the Company.

For further information on Ordinary Resolution 9, please refer to Part B of the Company's Circular to Shareholders/Statement dated 30 September 2026.

8. Ordinary Resolution 10 – Proposed Authority to Issue and Allot Shares Pursuant to Sections 75 and 76 of the Companies Act 2016

Ordinary Resolution 10, if passed, will empower the Directors to issue and allot up to an aggregate amount of not exceeding ten percent (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority will, unless revoked or varied by the Company at a general meeting, expire at the conclusion of the next annual general meeting of the Company.

This is a renewal of the mandate obtained from the shareholders at the last annual general meeting held on 29 October 2025 ("the Previous Mandate"). The mandate is to provide flexibility to the Company for any possible fund-raising exercises including but not limited to further placement of shares for purpose of funding current and/or future investment projects, working capital, repayment of borrowings, acquisitions and/or for issuance of shares as settlement of purchase consideration or such other application as the Directors may deem fit and in the best interest of the Company, without the need to convene separate general meeting to obtain shareholders' approval so as to avoid incurring additional costs and time.

As at the date of this Notice, the Company did not issue any new shares pursuant to the Previous Mandate.

**ANCOM NYLEX BERHAD**[Registration No. 196901000122 (8440-M)]
Incorporated in Malaysia

Proxy Form

CDS A/C. No.	No. of shares held

I/We _____ NRIC No. _____

(Full Name in Block Letters)

of _____

(Full Address)

being (a) member(s) of ANCOM NYLEX BERHAD, hereby appoint

Full Name in Block Letters		Proportion of shareholdings to be represented %
NRIC No.		
Full Address		
Full Name in Block Letters		Proportion of shareholdings to be represented %
NRIC No.		
Full Address		
		100 %

or failing *him/her, the Chairman of the Meeting as *my/our *proxy/proxies to participate and to vote for *me/us on *my/ our behalf at the 57th Annual General Meeting of the Company which will be held at Selangor 1 Ballroom, Dorsett Grand Subang, Jalan SS 12/1, 47500 Subang Jaya, Selangor Darul Ehsan, Malaysia on Thursday, 29 October 2026 at 11.30 a.m. and to vote as indicated below:-

ORDINARY RESOLUTIONS		FOR	AGAINST
1	To re-elect Datuk Anuar Bin Ahmad as a Director of the Company		
2	To re-elect Datuk Lee Cheun Wei as a Director of the Company		
3	To re-elect Christina Foo as a Director of the Company		
4	To re-elect Datuk Seri Kamaludin Bin Md Said as a Director of the Company		
5	To approve the payment of Directors' fees to the Non-Executive Directors for the financial year ending 31 May 2027, to be paid quarterly in arrears		
6	To approve the payment of Directors' benefits to the Non-Executive Directors		
7	To re-appoint BDO PLT as Auditors of the Company		
8	To approve the proposed renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature		
9	To approve the proposed renewal of shareholders' mandate for share buy-back		
10	To approve the proposed authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016		

(Please indicate with an "X" on how you wish your vote to be cast. If no specific direction as to voting is given, the proxy will vote or abstain from voting at his/her discretion.)

[*Delete if not applicable]

Dated this _____ day of _____ 2026

Telephone no. during office hours:_____
[Signature / Common Seal of shareholder(s)]

NOTES:

- (1) A registered member, including an authorised nominee who is entitled to attend and vote at the AGM may appoint up to two (2) proxies to attend and vote on his/her behalf at the AGM. A proxy may but need not be a member of the Company and need not be an advocate, an approved company auditor or a person approved by the Registrar of Companies. There shall be no restriction as to the qualification of the proxy.
- (2) In respect of deposited securities, only members whose names appear on the Record of Depositors as at 21 October 2026 shall be entitled to participate in the AGM and appoint proxy(ies) to participate on his/her behalf at the AGM.
- (3) Where a member is an exempt authorised nominee as defined under Securities Industry [Central Depositories] Act, 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- (4) Where a member, an authorised nominee or an exempt authorised nominee, appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holding to be represented by each proxy in the Proxy Form.
- (5) The appointment of proxy(ies) may be made in the following manner and must be received by the Company's Share Registrar at least 48 hours before the time appointed for holding the AGM or any adjournment thereof:
 - i. In hardcopy form
To be deposited with the office of the Company's Share Registrar, Vistra Investor & Issuing House Services Sdn. Bhd. (formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.) at Unit 32- 01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, deposit the Proxy Form in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
 - ii. By electronic means
Please refer to the Administrative Guides for Shareholders for further information on electronic submission of Proxy Form.
- (6) Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly.
- (7) Any authority pursuant to which such an appointment is made by a Power of Attorney must be deposited at the office of the Company's Share Registrar, Vistra Investor & Issuing House Services Sdn. Bhd. (formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.) at the address indicated in item (5)(i) above not less than 48 hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the Power of Attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
- (8) Last date and time for lodging the Proxy Form and the Power of Attorney is by **Tuesday, 27 October 2026 at 11.30 a.m.**

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Affix
Stamp

ANCOM NYLEX BERHAD

[Registration No. 196901000122 [8440-M]]

The Share Registrar:**Vistra Investor & Issuing House Services Sdn. Bhd.**

(formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.)

Unit 32-01, Level 32, Tower A

Vertical Business Suite

Avenue 3, Bangsar South

No. 8, Jalan Kerinchi

59200 Kuala Lumpur

Malaysia

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- (9) For a corporate member who has appointed an authorised representative, please deposit the original or duly certified certificate of appointment of authorised representative ("Certificate") with the Company's Share Registrar at its address indicated in item (5)(i) above before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. The Certificate should be executed in the following manner:
 - i. If the corporate member has a Common Seal, the Certificate should be executed under seal in accordance with the constitution of the corporate member.
 - ii. If the corporate member does not have a Common Seal, the Certificate should be affixed with the rubber stamp of the corporate member (if any) and executed by: (a) at least two (2) authorised officers, one (1) of whom shall be a director; or (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
- (10) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of AGM will be put to vote by way of poll.

