

DIRECTOR'S TRAINING POLICY

1. PURPOSE

- 1.1 The Board of Directors ("Board") of Ancom Nylex Berhad ("Company") recognises the importance of continuous professional development for its members.
- 1.2 This Directors' Training Policy ("Policy") sets out the framework to ensure that Directors of the Board are equipped with the necessary knowledge, skills and competencies to discharge their fiduciary duties effectively, in line with:
 - (a) Paragraph 15.08 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements");
 - (b) the Malaysian Code on Corporate Governance ("MCCG"); and
 - (c) the Companies Act 2016.

2. SCOPE

- 2.1 This Policy applies to all members of the Board, including Executive Directors, Non-Executive Directors and Independent Non-Executive Directors ("INEDs").

3. MANDATORY PROGRAMMES

- 3.1 All newly appointed Directors must complete the Mandatory Accreditation Programme ("MAP") within four (4) months of their appointment, if they have not already done so.
- 3.2 All Directors shall undertake Continuous Professional Development ("CPD") in each financial year, with a recommended minimum of four training hours per year.

4. TRAINING FOCUS AREAS

- 4.1 Directors are encouraged to undertake training in, but not limited to, the following areas:
 - (a) corporate governance, regulatory updates, directors' duties and liabilities;
 - (b) financial reporting, MFRS/IFRS updates and capital market developments;
 - (c) risk management, internal control, anti-bribery and anti-corruption compliance;
 - (d) sustainability and ESG reporting, including climate-related risk management;
 - (e) digitalisation, cybersecurity and industry-specific developments; and
 - (f) leadership, stakeholder management and boardroom dynamics.

5. DELIVERY METHODS

- 5.1 Training may be delivered through:
 - (a) accredited external providers (e.g. Securities Commission, Bursa Malaysia Securities Berhad, Malaysian Institute of Corporate Governance, Institute of Corporate Directors Malaysia, and other professional bodies);
 - (b) in-house briefings by Management, external auditors or consultants;
 - (c) seminars, conferences, workshops, webinars and self-learning; and
 - (d) Board strategy retreats and site visits.

6. ROLES AND RESPONSIBILITIES

- 6.1 Remuneration and Nomination Committee ("R&NC")
 - (a) identifies training needs based on the annual Board Effectiveness Evaluation; and

- (b) recommends an annual training plan for Board approval.

6.2 Company Secretary

- (a) maintains a register of all training attended by Directors; and
(b) facilitates logistics and ensures disclosures in the Annual Report.

6.3 Individual Directors

- (a) responsible for their own continuous learning; and
(b) participate actively in training to enhance Board effectiveness.

7. DOCUMENTATION AND DISCLOSURE

- 7.1 The Company Secretary shall maintain a Directors' Training Register to record details of programmes attended by Directors.
- 7.2 The Company shall disclose in its Annual Report the training programmes attended by each Director during the financial year.
- 7.3 Where no training was undertaken by a Director during the financial year, a statement to that effect, together with justification, shall be disclosed.

8. REVIEW AND PUBLICATION

- 8.1 This Policy shall be reviewed at least once every three years, and whenever there is a material change in the applicable law, regulation or guidance, or in the circumstances of the Group. Any amendment is subject to the approval of the Board.
- 8.2 This Policy shall be made available on the Company's website at www.ancomnylex.com.

APPENDIX I — DIRECTORS' TRAINING MATRIX (RECOMMENDED FOCUS)

Category	Mandatory	Core Training Focus	Developmental
New Appointed Director	MAP within 4 months	Duties under CA 2016, Bursa LR, MCGG; risk oversight; financial literacy	ESG basics; industry familiarisation
Independent Non-Executive Director (INED)	CPD (≥ 4 hrs/year)	Corporate governance updates; related party transaction; audit/risk oversight	Board dynamics; stakeholder engagement
Audit Committee (AC) Member	CPD (≥ 4 hrs/year)	Financial reporting standards; internal audit, ERM; anti-corruption compliance	Cybersecurity; forensic accounting
Risk Management & Sustainability Committee Member	CPD (≥ 4 hrs/year)	Risk frameworks; ESG risk; cyber and data governance	Geopolitical risks; climate transition risks
Board Chair / Committee Chair	CPD (≥ 4 hrs/year)	Leadership; chairmanship skills; succession planning	Crisis management; media/stakeholder communications
Executive Director	CPD (≥ 4 hrs/year)	Strategy execution; industry trends; operational risk	Leadership coaching; innovation and digital transformation

DOCUMENT CONTROL

Document	Directors' Training Policy
Owner	Remuneration & Nomination Committee
Approved by	Board of Directors
Date of approval	29 September 2026
Supersedes	Not applicable