

## **CORPORATE GOVERNANCE REPORT**

**STOCK CODE** : 4758  
**COMPANY NAME** : ANCOM NYLEX BERHAD  
**FINANCIAL YEAR** : May 31, 2025

### **OUTLINE:**

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

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

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

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

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

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

### Intended Outcome

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

### Practice 1.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board of Directors ("Board") of Ancom Nylex Berhad ("Company") provides effective leadership by setting the strategic direction for the Company and overseeing the management of its subsidiaries ("Group"). The Board ensures entrepreneurial leadership, monitors management performance, and approves achievable strategic plans and objectives. It is responsible for establishing corporate values and fostering a culture of good corporate governance, emphasising ethical, prudent, and professional conduct while meeting its obligations to shareholders and stakeholders.</p> <p>To support its oversight responsibilities, the Board delegates specific functions to following key committees:</p> <ul style="list-style-type: none"><li>▪ Audit Committee;</li><li>▪ Risk Management Committee; and</li><li>▪ Remuneration &amp; Nomination Committee.</li></ul> <p>Each committee operates under clearly defined Terms of Reference ("TOR") approved by the Board, with Committee Chairs reporting regularly to the Board on their activities and recommendations.</p> <p>The Board functions within a Board Charter that articulates its strategic intent, roles, and responsibilities, aligned with the Main Market Listing Requirements of Bursa Malaysia and the Malaysian Code on Corporate Governance ("MCCG"). The Charter delineates duties including formulating strategic plans, overseeing sustainability governance, approving major policies and investments, monitoring business operations and financial performance, and ensuring succession planning for Directors and senior management. It also governs risk management oversight, internal controls, stakeholder communications, and the integrity of financial and non-financial reporting. The Board is committed to promoting high ethical standards and a governance culture that supports the Company's long-term sustainability.</p>

	The Board Charter was last revised on 11 July 2024, and subsequently approved by the Board of Directors on 13 September 2024. The Board Charter is accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a> .	
<b>Explanation for departure</b>		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>		
<b>Timeframe</b>		

## Intended Outcome

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

## Practice 1.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>For FY2025, the Company continues to reinforce its commitment to strong corporate governance through effective Board leadership.</p> <p>The Independent Non-Executive Chairman, Datuk Anuar Bin Ahmad, continues to provide leadership to the Board and ensures that it operates with integrity, accountability, and independence. Together with Dato' Siew Ka Wei, the Executive Vice Chairman ("EVC"), the clear separation of roles between the Chairman and the EVC maintained a robust system of checks and balances, supporting effective and independent Board oversight distinct from management.</p> <p>Under this leadership structure, the Board collectively assumed responsibility for the Company's strategic direction and overall governance. The independent status of Datuk Anuar strengthens the Board's ability to provide objective oversight and ensures ethical decision-making, transparency, and accountability throughout the Group.</p> <p>During the financial year, the Board's leadership focused on:</p> <ul style="list-style-type: none"><li>▪ upholding high standards of corporate governance and ethical conduct;</li><li>▪ enhancing Board effectiveness by ensuring all Directors are equipped and engaged to contribute meaningfully to deliberations and decisions; and</li><li>▪ promoting open communication to encourage diverse perspectives and constructive discussions within the boardroom.</li></ul> <p>These ongoing efforts demonstrate the Company's dedication in ensuring the Board led effectively and responsibly in driving the Company in FY2025.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

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### Intended Outcome

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

### Practice 1.3

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>Datuk Anuar Bin Ahmad continues to serve as the Independent Non-Executive Chairman, providing strong leadership and oversight to the Board. Dato' Siew Ka Wei remains as the Executive Vice Chairman ("EVC"), while Datuk Lee Cheun Wei holds the position of Managing Director/Group Chief Executive Officer ("MD/GCEO"). The distinct roles and responsibilities of these positions are clearly defined in the Board Charter, which is reviewed periodically to ensure clarity and effectiveness.</p> <p>The separation of roles maintains a balanced governance structure, ensuring that no individual possesses unfettered decision-making power within the Company and the Group. As Independent Non-Executive Chairman, Datuk Anuar leads the Board in upholding robust corporate governance standards and facilitates constructive debates among Board members. The EVC supports the Board in governance oversight and operational leadership, while the MD/GCEO is responsible for managing the day-to-day operations and executing the Board's approved strategies to achieve the Group's objectives.</p> <p>This leadership framework strengthens the system of checks and balances, promoting effective Board oversight and alignment between management and shareholders' interests.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

## Intended Outcome

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

### Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>		
<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Datuk Anuar Bin Ahmad, the Independent Non-Executive Chairman, did not serve as a member of the Audit Committee ("AC"), Risk Management Committee ("RMC") or the Remuneration &amp; Nomination Committee ("R&amp;NC"). This clear separation reinforces the independence and objectivity of these Board Committees, enabling them to operate free from any potential conflict of interest relating to the Chairman's role.</p> <p>By refraining from being a member of these committees, the Chairman allows the AC, RMC and R&amp;NC to exercise unbiased oversight and make independent decisions on critical matters such as financial reporting, the nomination of Directors, and the determination of executive remuneration. This governance structure enhances the effectiveness of the Board in discharging its responsibilities, ensuring high standards of accountability, transparency, and ethical conduct throughout the Group.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 1.5

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is supported by a team of three qualified and competent Company Secretaries, comprising one in-house secretary and two from an external company secretarial firm. All Company Secretaries possess the requisite qualifications under Section 235(2) of the Companies Act 2016 and collectively have over 20 years of experience in Board administration and company secretarial practices.</p> <p>The Company Secretaries play a pivotal role in providing sound governance advice to the Board. They ensure that the Board adheres to all statutory and regulatory requirements, and advocating the adoption of corporate governance best practices in line with the Malaysian Code on Corporate Governance and Bursa Malaysia's Listing Requirements.</p> <p>Key responsibilities undertaken by the Company Secretaries include formulating and administering the Company's Constitution and Board policies, coordinating the scheduling and conduct of Board, Board Committees, and shareholder meetings, maintaining statutory records, and facilitating effective communication and information flow between the Board, management, and stakeholders.</p> <p>They serve as a vital resource for Directors by providing timely updates on new regulations and governance developments and ensuring the Board operates within a framework of accountability, transparency, and sound corporate governance culture.</p> <p>This dedicated and experienced Company Secretarial team strengthens the Board's effectiveness in fulfilling its leadership and oversight responsibilities, supporting the Group's continued commitment to good governance throughout FY2025.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	



<b>Timeframe</b>	:		
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### Intended Outcome

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

### Practice 1.6

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>In consultation with the Chairmen of the Board and the respective Board Committees, the Company Secretaries were responsible for preparing the agenda and compiling the relevant meeting papers for all Board and Board Committee meetings. To provide Directors with adequate information and sufficient time for preparation, the Company Secretaries endeavoured to circulate meeting materials at least seven days prior to the meetings. In situations where time constraints arose, meeting materials were presented during the meetings and ample time is given for the Directors to go through the meeting materials, ensuring Directors had ample opportunity to seek explanations and clarifications.</p> <p>The Company Secretaries attended all Board and Board Committee meetings to accurately record minutes, which captured the deliberations, decisions, any instances of Directors abstaining from voting or discussions on particular matters, and any dissenting views expressed during votes. To maintain effective communication and transparency, the Company Secretaries prepared and circulated the minutes within 30 days following the meetings for review and comments by the Directors.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 2.1**

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board maintained a Board Charter that articulated its strategic intent and clearly delineated the roles and responsibilities of the Board. The Board Charter explicitly outlined the primary duties of the Board in fulfilling its overall mandate concerning the Group's strategic direction, business and financial performance, risk management, internal controls, information systems, and investor relations. These responsibilities included:</p> <ul style="list-style-type: none"> <li>▪ formulating and charting both short-term and long-term strategic plans and objectives for the Group.</li> <li>▪ overseeing sustainability governance to ensure integration of sustainability practices into the Group's strategic direction and daily operations.</li> <li>▪ reviewing and approving key operational policies, major investments, and funding decisions.</li> <li>▪ monitoring and reviewing the Group's operational and financial performance.</li> <li>▪ ensuring that the Group's strategic plan supported long-term value creation, incorporating economic, environmental, and social considerations.</li> <li>▪ overseeing the development, implementation, and review of succession plans for directors and key senior management.</li> <li>▪ maintaining an understanding of principal risks affecting the Group's business and ensuring effective risk management frameworks were in place.</li> <li>▪ overseeing the adequacy and effectiveness of internal control systems and ensuring compliance with relevant laws and regulations.</li> <li>▪ establishing effective communication procedures with stakeholders.</li> <li>▪ safeguarding the integrity of the Company's financial and non-financial reporting.</li> <li>▪ promoting ethical conduct and good corporate governance practices within the Group.</li> </ul>

	The Board Charter was last reviewed and approved by the Board on 13 September 2024 and is subject to periodic review as necessary to ensure it remains relevant and effective. The latest version of the Board Charter is accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a> .	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 3.1

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board remains dedicated to conducting its affairs guided by the highest standards of corporate governance, transparency, and accountability as embodied in the Group's Code of Conduct and Ethics. All Directors are expected to demonstrate unwavering integrity and professionalism while fostering an ethical culture throughout the organisation.</p> <p>The Code of Conduct and Ethics serves as a cornerstone for promoting exemplary corporate behaviour and governance, and is designed to achieve the following objectives:</p> <ul style="list-style-type: none"><li>▪ establish a clear and consistent framework of ethical conduct for Directors based on trustworthiness, shared values, and mutual respect.</li><li>▪ uphold the principles of responsibility, compliance, and alignment with all applicable laws, regulations, and guidelines governing corporate administration and business conduct.</li><li>▪ proactively manage potential conflicts of interest while preventing the misuse of power, corruption, insider trading, and money laundering, thereby safeguarding the Group's reputation and stakeholder interests.</li></ul> <p>The Board ensures that the Code is subject to regular review and revision to incorporate evolving best practices, regulatory developments, and the Group's governance expectations. The most recent review was conducted on 15 September 2023, and the current Code remains accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:	

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

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

### Intended Outcome

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

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

### Practice 3.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has established a Whistle-Blowing Policy that provides a secure and confidential mechanism for Directors, management, employees and external parties to report breaches or suspected breaches of laws, regulations, or improper conduct. This policy clearly defines the types of "improper conduct" to ensure the Board, management, employees, and stakeholders have a shared understanding of misconduct.</p> <p>The Board holds overall responsibility for overseeing the implementation of the Whistle-Blowing Policy. All reports are directed to the Group Chief Integrity Officer and the Chairman of the AC through email or regular mail. Each report received is thoroughly investigated in accordance with the procedures stipulated in the Policy. The AC and the Board are kept informed of the investigation outcomes.</p> <p>The Whistle-Blowing Policy is subject to periodic review to ensure it remains aligned with current laws, regulatory requirements, and best practices. The most recent review was conducted by the Board on 13 September 2024. The Policy is accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

## Practice 4.1

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

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

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board holds overall responsibility for the Group’s sustainability initiatives and governance. It actively integrates sustainability considerations into its decision-making processes, particularly in the development and implementation of the Group’s strategic plans, business operations, and risk management framework.</p> <p>To enhance effective execution, the Board has delegated authority for managing sustainability matters including economic, environmental, social, and governance (“ESG”) factors to the EVC and the MD/GCEO. They lead the Group’s comprehensive sustainability framework, focusing on identifying, assessing, managing, and reporting significant sustainability risks and opportunities.</p> <p>This delegation supports strategic decision-making and coordination of sustainability action plans across the Group. The EVC and MD/GCEO are also accountable for delivering both business and sustainability outcomes, underscoring the Group’s commitment to embedding sustainability as a core element of its long-term value creation strategy.</p>	
	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		



### Intended Outcome

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

### Practice 4.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company is dedicated to working closely with all stakeholders in its pursuit of sustainable growth, focusing on key initiatives in environmental stewardship, social responsibility, and economic sustainability. It prioritises transparent and effective communication with shareholders and other stakeholders about its sustainability strategies, goals, and performance.</p> <p>Stakeholders include entities and individuals who are significantly impacted by the Group's activities, products, and services, and whose actions can influence the Group's success in executing its strategies and achieving its objectives.</p> <p>During the year, the Company engaged a broad spectrum of stakeholders through various methods tailored to the audience. These interactions included face-to-face meetings with government, regulators, customers, suppliers, and financial institutions, as well as email correspondence and written communications with the public and employees. In the past financial year, the Company held numerous meetings with key stakeholders, gathering valuable feedback that informed its sustainability efforts.</p> <p>The Company has also conducted analyst briefings and engaged shareholders during general meetings.</p> <p>For a detailed overview of the Company's sustainability strategies, priorities, targets, key sustainability matters, and its performance throughout the financial year, please refer to the Sustainability Statement in the Company's 2025 Annual Report, accessible on our website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

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

### Practice 4.3

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board remains well-informed and up-to-date on the latest sustainability developments pertinent to the Group and its operations. Acknowledging the increasing focus from regulators and stakeholders on sustainability, especially regarding climate-related risks, the Board is dedicated to engaging with stakeholders to explore opportunities for enhancing sustainable business practices.</p> <p>To maintain alignment with evolving external sustainability trends, the Company appointed a Senior Manager for Environmental, Social, and Governance (“ESG”) during the last financial year. This role involves delivering specialised training to the Board and senior management, aimed at strengthening the Group’s sustainability initiatives and ensuring comprehensive understanding of sustainability issues, including climate-related risks and opportunities.</p> <p>Moreover, the Board routinely reviews industry publications and actively participates in sustainability forums to share knowledge and benchmark best practices. This forward-looking and engaged stance equips the Board to make well-informed decisions that support the Group’s sustainability commitments.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 4.4

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board continued to advance its oversight of sustainability risks and opportunities through a structured and integrated approach within the Group's governance framework. Building on the materiality evaluation conducted internally in 2024, the Board engaged in ongoing reviews that ensured alignment with evolving sustainability objectives and challenges critical to the Group’s performance and long-term value creation.</p> <p>The Board's performance evaluation, facilitated by an independent external consultant, included an assessment of how the Board and its committees oversee material sustainability risks and opportunities. Similarly, senior management's performance evaluation incorporated a comprehensive review of the Group’s progress against its sustainability priorities. This assessment emphasised the effective management of key sustainability risks, including environmental, social, governance, anti-bribery and anti-corruption, and cyber-related risks, ensuring that sustainability is firmly integrated within the operational strategy.</p> <p>Specific performance metrics and feedback from stakeholders were utilised to measure progress, further enhancing transparency and accountability in sustainability governance. The insights derived from these evaluations informed the development of strategic action plans designed to strengthen the Group’s sustainability efforts and governance practices.</p>	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

### Intended Outcome

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

### Practice 4.5- Step Up

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

<i>Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.</i>	
<b>Application</b>	: Adopted
<b>Explanation on adoption of the practice</b>	<p>To ensure a strategic and focused approach to sustainability, the Company appointed an ESG Senior Manager in FY2024. The ESG Senior Manager is charged with the dedicated responsibility of overseeing the strategic management of material sustainability matters across the Group. This includes the development, implementation, and continuous monitoring of the Group's sustainability priorities and initiatives.</p> <p>Throughout FY2025, the ESG Senior Manager provided structured quarterly reports to the MD/GCEO, the RMC, and the Board. These reports detailed progress on sustainability priorities, actions undertaken, and integration ESG considerations within the Group's risk management framework via the Risk Management Working Group.</p> <p>This governance structure reinforces accountability and ensures sustainability considerations are embedded into the Group's operational and strategic decision-making processes. By appointing a dedicated senior management role focusing on ESG, the Board has demonstrated its commitment to embedding sustainability deeply into business practices. This approach aligns with the Company's long-term strategic goals, enhancing the Group's resilience and capacity to manage sustainability risks and opportunities effectively.</p>

## Intended Outcome

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

## Practice 5.1

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

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

<b>Timeframe</b>	:		
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### Intended Outcome

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

### Practice 5.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>As of the financial year ended 31 May 2025, the Board comprises ten members, including one Independent Non-Executive Chairman, one EVC, one MD/GCEO, two Non-Independent Non-Executive Directors and five Independent Non-Executive Directors.</p> <p>This composition complies with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, which requires at least one-third of the Board to be Independent Non-Executive Directors. The Board also meets the standard required under Practice 5.2 of the Malaysian Code on Corporate Governance 2021 (MCCG) by having a majority of Independent Non-Executive Directors.</p> <p>The substantial presence of Independent Non-Executive Directors strengthens the Board's effectiveness through robust oversight and a strong system of checks and balances. These Directors operate independently from management, have no material business or other relationships with the Company, and therefore are able to exercise unbiased judgment in fulfilling their fiduciary duties. This ensures Board decisions consistently prioritize the best interests of the Company and its stakeholders while incorporating diverse perspectives and insights.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



### Intended Outcome

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

### Practice 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board acknowledges that the cumulative tenure for an Independent Director should not exceed nine years. Should the Board intend to retain an Independent Director beyond this limit, it will provide justifications and seek shareholders’ approval annually through a two-tier voting process as required by the MCCG.</p> <p>All Independent Directors who are due for re-election at the forthcoming Annual General Meeting possess cumulative tenures within the prescribed limit, ensuring full compliance with this practice.</p> <p>The Board and the R&amp;NC regularly review the tenure, contributions, skillsets, and independence of each Director to ensure continued effective governance, transparency, and alignment with the best interests of the Company and its shareholders.</p>	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

**Intended Outcome**

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

**Practice 5.4 - Step Up**

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

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

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

### Intended Outcome

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

### Practice 5.5

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board's nomination and appointment process for Directors is conducted through a comprehensive and rigorous evaluation carried out by the R&amp;NC. This process assesses candidates objectively against criteria including skills, knowledge, competency, experience, time commitment, character, professionalism, and integrity, adhering strictly to the principle of meritocracy.</p> <p>While the Board does not impose specific numeric targets for diversity in age, cultural background, or gender, these factors are diligently considered to build a well-rounded and diverse Board that enhances governance quality and enriches decision-making. The current Board reflects a balanced composition of highly qualified individuals with diverse expertise and backgrounds, committed to fulfilling their roles effectively through consistent meeting attendance and active engagement.</p> <p>Independent Non-Executive Directors complement the Executive Directors with their varied professional expertise in areas such as finance, legal, administration, and strategic management. Collectively, Board members bring a wide spectrum of relevant experience critical to managing the Group's business in a complex environment.</p> <p>The Board strictly avoids appointing individuals whose character or conduct could raise concerns, including those who are "active politicians" holding political office or party positions that may cast doubt on the Company's integrity and governance. Directors must also have the capacity to devote sufficient time to their Board responsibilities, with consideration given to their existing directorships in both listed and non-listed entities.</p> <p>Senior management appointments and performance evaluations rest with the EVC and MD/GCEO, ensuring alignment with the Company's strategic objectives, while the Board oversees the overarching governance framework.</p>

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

### Intended Outcome

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

### Practice 5.6

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The R&amp;NC is responsible for identifying and selecting potential Director candidates. The Committee adopts a broad and diverse approach by leveraging multiple channels, including professional bodies, independent recruitment sources, and industry associations, in addition to considering recommendations from existing directors, management, and major shareholders.</p> <p>During the financial year, following HELM AG's substantial shareholding acquisition in the Company, two Non-Independent Non-Executive Directors from HELM, Stephan Schnabel, Chief Executive Officer and Chairman of HELM AG's Executive Board, and Kew Hui Chin, Managing Director and President, Chemical at HELM Asia Pte. Ltd. were appointed to the Board. These appointments brings valuable international expertise and strategic perspectives critical to the Group's growth ambitions, particularly in Europe.</p> <p>In addition, an Independent Non-Executive Director, Dato' Seri Dr. Awang Adek Bin Hussin, was appointed to fill a vacancy, bringing extensive experience from academia, government, and the corporate sector. While these appointments included recommendations from major shareholders and executive management, the R&amp;NC ensured the selection process rigorously assessed candidates' qualifications, experience, and strategic fit with the Company's long-term objectives. Due diligence was conducted thoroughly before nominations were presented for Board approval.</p> <p>The Board acknowledges the importance of sourcing candidates from varied and independent avenues to promote diversity and robust oversight. The R&amp;NC remains committed to continuously exploring broader independent recruiting channels alongside traditional recommendations to maintain a strong, competent, and diverse Board well-positioned to guide the Company's future.</p>
<b>Explanation for departure</b>	:	

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

### Intended Outcome

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

### Practice 5.7

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board, together with the R&amp;NC, has conducted a comprehensive evaluation of the performance, contribution, and effectiveness of Directors retiring and seeking re-election at the forthcoming Annual General Meeting ("AGM"). This rigorous assessment is essential before recommending their reappointment to shareholders for approval.</p> <p>To empower shareholders to make well-informed decisions, detailed profiles of the Directors standing for re-election are provided in the Board of Directors section of the FY2025 Annual Report, which includes disclosure of any interests, positions, or relationships that could reasonably affect their independence or impartiality. Relevant information is also disclosed in the Explanatory Notes to the Notice of the AGM. This transparency ensures shareholders understand any factors that may influence the Directors' ability to exercise independent judgement and act in the best interests of the Company as a whole.</p> <p>For Independent Non-Executive Directors, the R&amp;NC has specifically reviewed any relationships or circumstances that might affect, or be perceived to affect, their independent judgement vis-à-vis the executive management. The Board fully endorses the re-election of Directors who have met the stringent criteria of competence, integrity, and independence, and this support, along with the rationale, is clearly stated in the AGM's Explanatory Notes.</p> <p>This approach demonstrates the Board's commitment to accountability, transparency, and upholding high standards of corporate governance for the benefit of all shareholders and stakeholders.</p>
<b>Explanation for departure</b>	:	

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

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



**Intended Outcome**

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

**Practice 5.8**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The R&NC is chaired by Datuk Dr. Abd Hapiz bin Abdullah, who is an Independent Non-Executive Director. Datuk Dr. Abd Hapiz has served in this capacity since his appointment on 19 September 2022. His independent status provides the Committee with strong and unbiased leadership, ensuring the effective oversight of board nominations and governance practices.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 5.9

The board comprises at least 30% women directors.

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>The Board currently consists of ten members, including two female Directors, representing 20% of the Board. While this falls short of the 30% target, the Board recognises the importance of gender diversity in enhancing decision-making and governance. The Board is committed to further improving female representation and is actively working on measures to increase the number of women directors. These efforts align with the Group's Board Diversity Policy, which emphasises merit-based appointments with consideration for gender diversity.</p> <p>Although the Board has achieved a significant milestone in increasing female representation to 20% (previously 12.5%), it has not yet met the 30% target. The Board considers this progress encouraging and remains dedicated to appointing additional qualified female directors in the near term to reach or exceed the target.</p> <p>Instead of immediately achieving the 30% threshold, the Board implements a phased approach by setting a clear target to increase female representation within the next financial year. This approach includes:</p> <ul style="list-style-type: none"><li>▪ developing and executing strategies to identify and engage qualified female candidates for upcoming board vacancies.</li><li>▪ actively promoting gender diversity as a key consideration in the nomination and selection process.</li><li>▪ monitoring progress regularly through the Remuneration &amp; Nomination Committee to ensure accountability.</li></ul>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 5.10

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges the recommendation in the MCGG on establishing a formal policy on boardroom diversity, including gender diversity. The Group has implemented a Board Diversity Policy, which emphasises impartiality in the selection of directors without discrimination based on age, gender, ethnicity, or religion.</p> <p>The Board currently has two female directors representing 20% of the Board as of FY2025, reflecting its continued commitment to promoting gender diversity. These Directors are Christina Foo, an Independent Non-Executive Director, and Kew Hui Chin, a Non-Independent Non-Executive Director appointed following shareholder acquisition changes. The Board remains committed to achieving at least 20% female representation in senior management roles as part of a healthy representation of women in leadership positions.</p> <p>Selection of female candidates for Board and senior management positions is based on merit, relevant skills, knowledge, and experience aligned with the Group's core activities and strategic needs. The Diversity Policy, last reviewed by the Board on 15 September 2023, is accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>, and the Board continues active efforts to ensure its effective implementation.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

## Intended Outcome

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

## Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Board, through the R&amp;NC, conducts an annual and formal evaluation of the overall Board's effectiveness, the Board Committees, and individual Directors. For FY2025, the R&amp;NC engaged KPMG Management &amp; Risk Consulting Sdn. Bhd. as an independent external consultant to facilitate the Board Effectiveness Evaluation ("BEE"), marking an enhancement from the previous year's internally facilitated evaluation. This independent BEE comprehensively assessed multiple dimensions including Board composition, expertise, quality of information for decision-making, Boardroom activities, and adherence to the respective Board Committees' Terms of Reference.</p> <p>Individual Directors were evaluated on qualifications, skills, knowledge, experience, time availability, professionalism, integrity, and for Independent Non-Executive Directors ("INEDs"), their ability to discharge responsibilities objectively. The assessment also identified areas for further improvement such as structured succession planning and expanding expertise in emerging areas like human capital, sustainability, and information technology, along with enhancing gender diversity.</p> <p>The R&amp;NC is satisfied with the overall Board's and Board Committees' performance, the appropriateness of Board size and composition, and values the objectivity and credibility brought by the independent expert's involvement. The results and actions from the evaluation influence ongoing Board composition decisions and development initiatives to ensure effective governance and strategic oversight.</p> <p>This practice complies fully with the requirement for large companies to undertake annual board evaluations and engage an independent expert at least every three years to facilitate objective and candid assessments.</p>

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

### Intended Outcome

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

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

### Practice 7.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The R&amp;NC is responsible for recommending the remuneration of Non-Executive Directors, including Directors' fees and benefits, in accordance with the Board's Remuneration Policy. This policy outlines the principles and guidelines for determining remuneration packages for both Non-Executive and Executive Directors, including the EVC and MD/GCEO.</p> <p>The Remuneration Policy was last reviewed by the Board on 15 September 2023 and is accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p> <p>During the financial year ended 31 May 2025, the R&amp;NC commissioned KPMG Management &amp; Risk Consulting Sdn. Bhd. to conduct a Directors' Remuneration Benchmarking study for Non-Executive Directors. The study concluded that the fees and remuneration packages are reflective of current market rates for comparable companies listed on the Main Market of Bursa Securities. The R&amp;NC is of the opinion that the remuneration structure remains competitive, fair, and aligned with the Group's strategic objectives and performance.</p> <p>The remuneration packages for Executive Directors (EVC and MD/GCEO) comprise monthly salaries, bonuses, benefits-in-kind, and other benefits approved by the Board. The EVC and MD/GCEO do not receive Director fees. This structure supports alignment with the Company's long-term objectives and performance outcomes.</p> <p>The R&amp;NC continues to evaluate the incorporation of performance metrics into remuneration decisions to ensure the compensation structure incentivizes sustainable growth and effective governance. The policy and practices are subject to periodic review to adapt to evolving</p>

	business demands and stakeholder expectations, with transparent communication of significant updates to shareholders and investors.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 7.2

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has a R&amp;NC whose responsibilities include the implementation of the Company's policies and procedures on remuneration. This entails reviewing and recommending remuneration matters for the Board to ensure alignment with the Company's long-term objectives.</p> <p>The R&amp;NC operates under its written Terms of Reference ("TOR"), which clearly outline its authority and duties, ensuring compliance with the Main Market Listing Requirements of Bursa Securities. Key responsibilities of the R&amp;NC cover setting the remuneration framework, conducting remuneration benchmarking against industry standards, and reviewing individual director and senior management remuneration packages.</p> <p>The TOR was last reviewed by the Board on 13 September 2024 and will continue to be reviewed periodically as necessary to keep it current with regulatory and governance best practices. The R&amp;NC's TOR is accessible on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	



<b>Timeframe</b>	:		
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### Intended Outcome

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

### Practice 8.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The remuneration received or receivable by Directors during FY2025 is comprehensively disclosed, including a detailed breakdown on an individual basis. This covers Directors' fees, salaries, bonuses, benefits-in-kind, meeting allowances, and other emoluments. The disclosure provides clear visibility of each Director's remuneration components, enabling stakeholders to assess alignment with individual and Company performance.</p> <p>In addition to the disclosed remuneration, the Company maintains Directors' and Officers' Liability ("D&amp;O") insurance which protects Directors' defence costs and legal representation expenses incurred if any action is brought against them for acts undertaken in their capacity as Directors of the Company and/or its subsidiaries.</p> <p>This detailed remuneration disclosure and the insurance coverage reinforce transparency and governance best practices, supporting informed stakeholder assessment.</p>

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' Siew Ka Wei	Executive Director	-	-	275.9	-	43.2	-	319.1	-	-	4,303.6	-	95.8	24.0	4,423.4
2	Datuk Lee Chuen Wei	Executive Director	-	-	-	-	-	-	-	-	-	1,732.6	-	13.3	961.3	2,707.2
3	Datuk Annuar Bin Ahmad	Independent Director	100.0	3.5	-	-	-	-	103.5	240.0	8.0	-	-	15.0	-	263.0
4	Tan Sri Dato' Seri Abdull Hamid Bin Embong	Independent Director	86.1	5.0	-	-	18.3	-	109.4	86.1	5.0	-	-	18.3	-	109.4
5	Datuk Dr. Abdul Hapiz Bin Abdullah	Independent Director	120.0	5.5	-	-	-	-	125.5	120.0	5.5	-	-	-	650.6	776.1
6	Maliki Kamal Bin Mohd Yasin	Independent Director	98.5	4.5	-	-	-	-	103.0	98.5	4.5	-	-	-	-	103.0
7	Christina Foo	Independent Director	135.0	7.5	-	-	-	-	142.5	135.0	7.5	-	-	-	-	142.5
8	Tan Sri Dato' Sri Mohamad Fuzi Bin Harun	Independent Director	100.0	6.0	-	-	-	-	106.0	100.0	6.0	-	-	-	-	106.0
9	Stephan Schnabel	Non-Executive Non-Independent Director	40.7	1.0	-	-	-	-	41.7	40.7	1.0	-	-	-	-	41.7
10	Kew Hui Chin	Non-Executive Non-Independent Director	46.4	1.5	-	-	-	-	47.9	46.4	1.5	-	-	-	-	47.9
11	Dato' Seri Dr. Awang Adek Bin Hussin	Independent Director	19.9	1.0	-	-	-	-	20.9	19.9	1.0	-	-	-	-	20.9

### Intended Outcome

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

### Practice 8.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board has decided not to disclose the remuneration of the top five senior management personnel on a named basis in the Annual Report. The Board believes that such disclosure may not add significant value or enhance stakeholders’ understanding of the Company’s corporate governance practices.	
		The Board is concerned that such detailed named disclosure could create recruitment and talent retention challenges within the Group. It may foster unnecessary rivalry among senior management personnel and potentially encourage talent poaching by competing organisations. Given the competitive human capital market environment, the Board prioritises attracting and retaining top talent as essential for the Group’s sustained success and therefore exercises discretion in this matter.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

**Intended Outcome**

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

**Practice 8.3 - Step Up**

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

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

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

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.1

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	Christina Foo serves as the Chair of the AC. She is an Independent Non-Executive Director and a Chartered Accountant with the necessary financial knowledge to oversee the Group's financial reporting and internal controls effectively.  Christina Foo is not the Chairman of the Board. This ensures the independence and objectivity of the AC's oversight function and its ability to present findings and recommendations to the Board without conflict or impairment.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		



**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.2**

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

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

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The AC has been delegated by the Board to assess the suitability, objectivity, and independence of Messrs BDO PLT, the external auditors, as outlined in the External Auditors Assessment Policy.</p> <p>In conducting this assessment, the AC considers the following key areas:</p> <ul style="list-style-type: none"><li>▪ Competence: The AC only considers external auditors who have not faced disciplinary actions for non-compliance with ethical and financial reporting standards in the past five years. It evaluates the resources allocated by the auditors to the Group, including the qualifications and experience of the engagement leader.</li><li>▪ Audit Quality: The AC seeks feedback from management on the professional relationship with the auditors, quality of audit delivery, adherence to the audit plan, thoroughness, effectiveness, and efficiency of the engagement team.</li><li>▪ Independence: The AC assesses relationships between the auditors and Directors, senior management, or major shareholders to identify any conflicts of interest. It ensures audit fees are reasonable to avoid compromising objectivity. The AC also obtains written assurance from the auditors on compliance with ethical independence requirements. While non-audit services may be engaged, these must not affect auditor independence or objectivity.</li></ul> <p>The External Auditors Assessment Policy was last reviewed by the Board on 15 September 2023 and is available on the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.4 - Step Up**

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	All the AC members are Independent Directors.

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.5

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

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

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

### Intended Outcome

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

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

### Practice 10.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board of is responsible for establishing and maintaining a sound and effective risk management and internal control system within the Group. Recognising the importance of managing risks that could impact the business, the Board emphasises transparent disclosure to shareholders as a key aspect of good governance.</p> <p>The RMC assists the Board in ensuring a robust risk management framework is in place, enhancing the Company's ability to achieve its strategic objectives, particularly in pursuing growth. Members of the RMC contribute independent opinions based on their expertise, experience, and industry knowledge during risk assessment and decision-making processes.</p> <p>The Board regularly reviews the adequacy, effectiveness, and integrity of the internal control system through ongoing independent assessments conducted by the Company's outsourced internal audit function, which reports directly to the AC. The internal audit focuses on ensuring effective and efficient operations, reliable reporting, compliance with applicable laws and regulations, and safeguarding of assets. The internal control system covers governance, risk management, financial, strategic, organisational, operational, regulatory, and compliance matters. The AC evaluates the adequacy and effectiveness of internal controls based on audits conducted by the Internal Auditors throughout the financial year. Audit issues and the actions taken by Management to address these issues are discussed in AC meetings, with updates reported to the Board by the AC Chair.</p> <p>This framework provides the Board with reasonable assurance that risks are managed and that the Group's objectives are safeguarded.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

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

### Intended Outcome

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

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

### Practice 10.2

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

Application	:	Applied	
Explanation on application of the practice	:	The features of the Company’s risk management and internal control framework, as well as the adequacy and effectiveness of this framework are as disclosed in the Statement of Risk Management and Internal Control of the Company’s Annual Report 2025.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		



### Intended Outcome

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

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

### Practice 10.3 - Step Up

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

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	<p>To support informed decision-making on risk levels and control implementation, the Board maintained the RMC in FY2025. The RMC continues to be composed predominantly of Independent Non-Executive Directors, ensuring objective oversight of the Company's risk framework and policies.</p> <p>The RMC's core responsibility is to monitor the effectiveness of the risk management framework, ensuring potential adverse impacts from foreseeable risks are thoroughly identified, assessed, and managed. The committee collaborates closely with the Board to provide reasonable assurance that the Company's strategic objectives are pursued with a clear understanding of risks involved.</p> <p>Activities and outcomes of the RMC throughout FY2025 are comprehensively documented in the Risk Management Committee Report included in the FY2025 Annual Report.</p>

### Intended Outcome

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

### Practice 11.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The internal audit function remains a vital component of the Group's governance, risk management, and internal control framework. Its primary role is to conduct independent and systematic reviews of the Group's internal controls, providing reasonable assurance on the adequacy, integrity, and effectiveness of governance and risk management processes.</p> <p>In FY2025, the AC outsourced the internal audit function to Crowe Governance Sdn. Bhd ("Crowe Governance"), a member firm of Crowe Malaysia PLT, appointed following a comprehensive selection process focused on independence, competence, performance history, relevant experience, and competitive fee structure.</p> <p>The AC, comprising all Independent Non-Executive Directors and chaired by an Independent Non-Executive Director, routinely assesses the adequacy of the internal audit's scope, resources, functions, and competencies. Internal audit engagements involve qualified audit teams tailored to audit complexity. Throughout FY2025, Crowe Governance conducted thorough audits of critical business processes, identifying risks and internal control gaps. Findings, along with management responses and action plans, were presented to and rigorously reviewed by the AC on a quarterly basis.</p> <p>Crowe Governance has provided written assurance affirming compliance with ethical standards concerning professional independence. The AC is satisfied with Crowe Governance's competency, independence, and the quality of reports, ensuring the internal audit function effectively supports the Group's internal control needs and governance objectives.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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## Intended Outcome

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

## Practice 11.2

The board should disclose—

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>For FY2025, the Group's internal audit function was outsourced to Crowe Governance Sdn. Bhd., whose personnel assigned to the Group are confirmed to be free from any relationships or conflicts of interest that could impair their objectivity and independence with respect to the Company, its directors, management, and shareholders.</p> <p>Crowe Governance has confirmed that all the internal audit personnel involved are free from any relationships or conflicts of interest, which could impair their objectivity and independence. All employees in the firm are required to complete the Independence Declaration Form on an annual basis. In addition, all the internal audit personnel involved are required to acknowledge on the Employee Professional Conduct and Ethics Declaration on assignment basis. The internal audit department of Crowe Governance is led by Mr Amos Law and his qualifications are as follows:-</p> <p>Name : Amos Law, Head of Risk Consulting</p> <p>Professional Qualifications:</p> <ul style="list-style-type: none"><li>• Certified Internal Auditor ("CIA")</li><li>• Chartered Member of the Malaysia Institute of Internal Auditors ("CMIIA")</li><li>• Certification in Risk Management Assurance ("CRMA").</li></ul> <p>The responsibilities under the internal audit function were carried out in accordance with the International Professional Practices Framework issued by The Institute of Internal Auditors Malaysia.</p>
<b>Explanation for departure</b>	:	

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

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

### Intended Outcome

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

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

### Practice 12.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges the critical importance of timely and thorough dissemination of material information about the Group's business to shareholders and investors, enabling informed investment decisions. This commitment aligns with the Main Market Listing Requirements and the MCCG.</p> <p>The Board regards regular communication through various mediums, including Bursa Securities announcements, Annual Reports, circulars, press releases, and the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>, as fundamental to fostering good relationships with shareholders and investors. The Board ensures all investors have equal access to material information, strictly prohibiting selective disclosure.</p> <p>The Company's disclosure practices adhere to principles as follows:</p> <ul style="list-style-type: none"><li>▪ material information is announced immediately to Bursa Securities and subsequently made available on the Company's website.</li><li>▪ temporary confidentiality may be maintained if immediate disclosure of the material information would harm the Company or its shareholders.</li><li>▪ disclosures are factual and non-speculative, and any material errors in disclosures are corrected immediately.</li><li>▪ the Company does not affirmatively or negatively respond to rumours, including those on the Internet.</li><li>▪ if requested by Bursa Securities to address market rumours causing significant volatility, the EVC and MD/GCEO respond appropriately, consulting the Board or advisors as feasible.</li></ul> <p>Material information is defined as that which could reasonably affect the Company's security price, market activity, or investor decisions. Such information is publicly released through Bursa Securities' website at <a href="http://www.bursamalaysia.com">www.bursamalaysia.com</a> and the Company's website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a>.</p> <p>General meetings, including annual and extraordinary meetings, remain the primary platform for shareholder engagement with Directors and senior management on the Company's performance and prospects. Minutes of these meetings are recorded by the Company</p>

	Secretaries and made available for shareholder inspection at the Company's registered office (Level 13, Menara 1 Sentrum, 201, Jalan Tun Sambanthan, Brickfields, 50470 Kuala Lumpur, Malaysia) and published on the Company's website.	
<b>Explanation for departure</b>	:	
	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 12.2**

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

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



**Intended Outcome**

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

**Practice 13.1**

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

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

### Intended Outcome

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

### Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>At the Company’s last AGM, the Chairman, the EVC, MD/GCEO, Chairmen of the AC, RMC and R&amp;NC, other Directors, Chief Financial Officer, Company Secretaries, and External Auditors/lawyers attend the meetings either remotely or physically at the Broadcast Venue.</p> <p>During the AGM, queries raised by shareholders were addressed and answered by the Chairman, EVC, and MD/GCEO. For questions that cannot be answered immediately or were not answered during the AGM, the Company provides written responses which are emailed to the relevant shareholders or posted on the Company’s website at <a href="http://www.ancomnylex.com">www.ancomnylex.com</a> after the meeting.</p>	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

### Intended Outcome

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

### Practice 13.3

Listed companies should leverage technology to facilitate—

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

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

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

## Intended Outcome

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

## Practice 13.4

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

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

<b>Timeframe</b>	:		
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## Intended Outcome

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

## Practice 13.5

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>		
<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The Company conducted its last AGM fully virtual.  For the forthcoming annual general meeting, it will be held physically.  Due to the high cost involved, the Company does not consider having a hybrid general meeting.
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 13.6**

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

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

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

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

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