

CORPORATE GOVERNANCE REPORT

STOCK CODE : 0048
COMPANY NAME : ANCOM LOGISTICS BERHAD
FINANCIAL YEAR : May 31, 2026

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board has overall responsibility for the proper conduct of the Group and provides clear and effective entrepreneurial leadership to Management. The Board undertook the following during the financial year ended 31 May 2026 ("FY2026"): Setting strategic aims. The Board is responsible for formulating and charting the Group's strategic direction together with Management, setting out the Group's short- and long-term plans and objectives. It also ensures that the strategic plan supports long-term value creation, taking into account economic, environmental and social considerations. Ensuring necessary resources are in place. The Board ensures that Management has achievable strategic plans and objectives, the necessary resources to execute them, and appropriate processes for risk assessment, risk management and internal control. It reviews and approves key operational policies, major investments and funding decisions, and oversees succession planning for Directors and key senior management. Reviewing management performance. The Board oversees and reviews the Group's business operations and financial performance. The Board receives and reviews operational and financial performance reports, quarterly financial reports to track the implementation of the business plans and strategies agreed by the Board and assesses the achievement of the goals it sets as well as other matters under its responsibilities. The Audit Committee ("AC") and the Remuneration & Nomination Committee ("RNC") support this oversight under their respective Terms of Reference. Setting values and standards. The Board formulates good governance principles and promotes ethical behaviour within the Group. It

	conducts its business according to the Code of Conduct and Ethics, the Anti-Bribery and Anti-Corruption Policy and the Whistleblowing Policy. Meeting obligations to shareholders and other stakeholders. The Board ensures procedures are in place for effective communication with stakeholders and ensures the integrity of the Group's financial and non-financial reporting. Material information is disclosed promptly through Bursa Malaysia Securities Berhad ("Bursa Securities"), the media and the Company's website, with equal access for all investors. General meetings serve as the principal forum for shareholder dialogue, supported by proxy rights, poll voting and published summaries of key matters discussed. The Board also embeds sustainability practices across the Group, as reported in the Sustainability Statement.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.2

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

Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the Board, Dato’ Abdul Latif Bin Abdullah, the Non-Independent Non-Executive Chairman, provides leadership to the Board by promoting high standards of corporate governance, facilitating constructive Board deliberations, encouraging active participation by Directors and ensuring that Board decisions are made objectively and in the best interests of the Company. The roles and responsibilities of the Chairman are stated in the Board Charter, which is available on the Company’s website at www.ancomlogistics.com.my.	
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

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

Practice 1.3

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

Application	:	Applied	
Explanation on application of the practice	:	The Company does not have a CEO. The position of Chairman is held by Dato’ Abdul Latif Bin Abdullah, Non-Independent Non-Executive Chairman, while Dato’ Siew Ka Wei, serves as the Executive Vice Chairman (“EVC”) and is responsible for the executive leadership of the Group.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>		
Application	:	Applied
Explanation on application of the practice	:	The Chairman of the Board is not a member of any Board Committees of the Company. He was not invited to attend any Board Committees meetings.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	The Board is supported by two (2) Company Secretaries, qualified to act as a Company Secretary under Section 235(2) of the Companies Act 2016, and each with more than twenty (20) years of experience in company secretarial practices. The Company Secretaries are responsible for: 1. in consultation with the Board, in formulating the Company's Constitution and Board policies and procedures; 2. administration of the Company's secretarial practices, particularly with regard to ensuring compliance with the Company's Constitution, Board policies and procedures, and statutory and regulatory requirements; 3. regularly updating and apprising the Board of new regulations including corporate governance practices issued by the relevant authorities; 4. preparing and organising Board and Committee meetings as well as shareholder meetings and attending all Board and Committee meetings and taking minutes of the proceedings and the resolutions made at the Board and Committee meetings; 5. ensuring that the Company files its various documents/returns and maintains its statutory records in accordance with the requirements of the law; and 6. facilitating the orientation of new Directors and assisting in Director training and development; monitoring corporate governance developments; and assisting the Board in applying governance practices to meet the Board's needs and stakeholders' expectations. Lastly, the Company Secretaries work closely with the Chairman and EVC to ensure timely and appropriate information flow within the Board and to the Board Committees and Management. They are also the focal point for stakeholder communication.
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

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

Practice 1.6

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

Application	:	Applied
Explanation on application of the practice	:	The Directors are provided with sufficient information and time to prepare for Board/Committee meetings. The notices of the Board and Board Committees meetings are prepared and circulated to all members of the Board and Board Committees seven (7) days ahead of the scheduled meetings. The Secretaries will endeavour to circulate the meeting materials within reasonable period prior to the respective Board and Board Committees meetings, otherwise the papers will be presented during the meetings when adequate time will be allowed for the Directors to seek explanation and clarifications. The Company Secretaries will attend these meetings and take minutes which accurately reflect the deliberations and decisions of the Board/Committees, including whether any Directors abstained from voting or deliberating on a particular matter or when the Directors decided to vote against and the reasons for such abstinence and the dissenting views for voting against. The Company Secretaries will prepare the minutes for the Board and Board Committee's review and comment in a timely manner. The minutes will subsequently be confirmed by the Board or the respective Board Committees at the next meeting.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board is guided by the Board Charter in discharging its duties. The Company's Board Charter is available on the Company's website at www.ancomlogistics.com.my. The Board Charter serves as the primary governance document defining the respective roles, responsibilities and authorities of the Board, Board Committees, Chairman, EVC and individual Directors. The Board Charter also sets out matters reserved for the Board, the governance framework, Board meeting procedures, Directors' access to information and independent professional advice, ethical standards and other governance practices adopted by the Company. The Board reviews the Board Charter periodically to ensure that it remains aligned with regulatory developments, evolving governance expectations and the needs of the Group.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board, in discharging its oversight role, conducts its business in according to its Code of Conduct and Ethics. The Company's governance framework is also supported by policies that establish the standards of ethical conduct expected of Directors and employees and reinforce the Group's commitment to integrity and responsible business practices. These policies include: • Anti-Bribery and Anti-Corruption Policy; • Anti-Money Laundering and Anti-Terrorism Financing Policy; and • Whistleblowing Policy. These Policies, which are reviewed periodically by the Board, are available on the Company's website at www.ancomlogistics.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	The Board has established a Whistle-Blowing Policy that provides a mechanism and avenue for Directors, management and employees and any external party to report any breach or suspected breach of any laws or regulations or to raise concerns on any improper conducts or misconducts, in a safe and confidential manner. The Whistle-Blowing Policy sets out the type of “improper conducts” so that the Board, management, employees and other stakeholders are clear as to what constitute improper conducts /misconducts. The Board has the overall responsibility for overseeing the implementation of the Whistle-Blowing Policy, and all whistle-blowing reports are addressed to the Chief Integrity Officer and Chairman of the AC via email or ordinary post. Any reports received will be investigated as per the processes stipulated in the Whistle-Blowing Policy. The AC and the Board will be notified of the outcome of the investigations. The Whistle-Blowing Policy, which is reviewed and updated from time to time to reflect changes and amendments to the relevant rules, requirements and regulations, is available at the Company’s website at www.ancomlogistics.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board consistently stays informed and up-to-date with the latest sustainability agendas relevant to the Group and its operations. Recognising the growing interest from regulators and stakeholders in sustainability matters, particularly those related to climate-related risks, the Board is committed to engaging with stakeholders to identify further enhancements in conducting its business sustainably. To ensure it remains current with external trends and regulatory expectations, the Board receives periodic sustainability briefings and training conducted by the Group ESG Senior Manager appointed by Ancom Nylex Berhad ("ANB"), the holding company. These targeted sessions cover key sustainability developments, climate-related risks and opportunities, and emerging ESG matters relevant to the Group's operations. The Board and senior management actively participate in these programmes to enhance the Group's sustainability efforts and ensure an informed approach to oversight. The Board also regularly reviews industry reports and participates in sustainability forums to exchange knowledge and best practices. This proactive approach enables the Board to make informed decisions that align with the Group's commitment to sustainability.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 4.2

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

Application	:	Applied
Explanation on application of the practice	:	The Company is committed to collaborating closely with all stakeholders as it embarks on its journey toward sustainable growth. This includes defining key initiatives in areas such as environmental stewardship, social responsibility, and economic viability. The Company is also dedicated to ensuring effective communication with its shareholders and other stakeholders regarding these sustainability strategies, priorities and targets. Stakeholders are defined as entities or individuals significantly affected by the Group's activities, products, and services, and whose actions can influence the Group's ability to successfully implement its strategies and achieve its objectives. Throughout the year, as part of its business operations, the Company engaged with a diverse range of stakeholders. The methods of engagement varied depending on the specific stakeholders involved. This included face-to-face meetings with government regulators, customers, suppliers, and bankers, as well as email communication and written letters to interested members of the public and employees. During the financial year, the Company conducted over two meetings with key stakeholders and collected feedback that informed its sustainability initiatives. The Company has also held meetings with shareholders during general meetings. For a comprehensive overview of the Company's ongoing sustainability strategies, priorities, targets, material sustainability matters, and its performance against these targets during FY2026, please refer to the Sustainability Statement in the Company's Annual Report 2026, which is available on the Company's website at www.ancomlogistics.com.my.
Explanation for departure	:	

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

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

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

Intended Outcome

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

Practice 4.4

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

Application	:	Applied
Explanation on application of the practice	:	The Board conducted an internal performance evaluation, leveraging the sustainability framework and resources of ANB, its holding company. This evaluation included an assessment of the Board's oversight regarding sustainability risks and opportunities that are vital to the Group's overall performance, ensuring that the Board remains aligned with the sustainability objectives and challenges facing the Company. Additionally, the performance evaluation for senior management incorporated a review of the Group's progress on its sustainability priorities. In collaboration with the Group ESG function established by ANB, this assessment focused on how effectively senior management addressed material sustainability risks and opportunities, ensuring that sustainability considerations and climate-related matters are integrated into the operational strategy. The evaluation process utilised specific criteria to gauge performance and was guided by established Group-wide sustainability benchmarks, reinforcing our commitment to transparency and accountability. The insights gained from these evaluations will inform future strategies and action plans aimed at enhancing our sustainability efforts. This evaluation process is part of the Group's ongoing commitment to embedding sustainability into its corporate governance framework and ensuring that both the Board and senior management remain accountable for driving the Group's sustainability goals in alignment with the wider Group direction.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	The appointment of a new Director is a matter for consideration and decision by the Board, upon recommendation from the RNC. The Board shall review its composition and evaluate the need to bring new skills and perspective to the boardroom periodically. In assessing the suitability of candidates and making its recommendation, the RNC shall consider the character, competence, experience, integrity, time commitment, expected contribution and performance of the candidates, as well as diversity factors including ethnicity, gender and age distribution of the Directors, to maintain a balanced Board composition. The composition of the Board shall be guided by the Company's Diversity Policy. The fit and proper assessment on any person identified to be appointed as a Director shall be conducted prior to the appointment. The Board and the RNC, in conducting the fit and proper assessment, shall be guided by the Company's Directors' Fit and Proper Policy. New Directors are expected to have such expertise as to qualify them to make a positive contribution to the Board performance of its duties. New Directors are required to commit sufficient time to attend the Company's meetings or matters before accepting his/her appointment to the Board. As part of the annual evaluation, each Director undertakes a structured assessment against the competency framework using the Directors Expertise Matrix ("Matrix") implemented during the financial year. The RNC then considers the Board's collective capabilities to identify areas of strength, emerging capability requirements and opportunities for further development. The assessment also assists the RNC in identifying training priorities to support Directors' continuing professional development. The Matrix serves as an important reference in the appointment of new Directors and the implementation of orderly Board succession plans. In considering prospective candidates, the RNC evaluates how their experience and expertise would complement the existing Board

	composition, address identified capability gaps and strengthen the Board's overall effectiveness. Directors who are due for annual re-election are subject to the Board being satisfied with the performance, contribution and independence of the Director (through the annual evaluation of the Directors) and fulfilment of the fit and proper criteria and that the Directors having no conflict of interest against the Group prior to making recommendation for re-election of the retiring Directors.			
Explanation for departure	:			
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>				
Measure	:			
Timeframe	:	<table border="1"> <tr> <td></td><td></td></tr> </table>		

Intended Outcome

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

Practice 5.2

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

Application	:	Applied											
Explanation on application of the practice	:	More than half of the Board (57%) comprises of Independent Directors. The Board consists of the following: <table border="1"> <thead> <tr> <th>Designation</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Non-Independent Non-Executive Chairman</td> <td>1</td> </tr> <tr> <td>EVC</td> <td>1</td> </tr> <tr> <td>Non-Independent Non-Executive Director</td> <td>1</td> </tr> <tr> <td>Independent Non-Executive Directors</td> <td>4</td> </tr> </tbody> </table>		Designation	Number	Non-Independent Non-Executive Chairman	1	EVC	1	Non-Independent Non-Executive Director	1	Independent Non-Executive Directors	4
Designation	Number												
Non-Independent Non-Executive Chairman	1												
EVC	1												
Non-Independent Non-Executive Director	1												
Independent Non-Executive Directors	4												
Explanation for departure	:												
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>													
Measure	:												
Timeframe	:												

Intended Outcome

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

Practice 5.3

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	:	The tenure of each of the four (4) Independent Directors of the Company has not exceed a cumulative term of nine (9) years.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board is committed to promoting diversity and inclusion on the Board. In assessing and recommending candidates, the RNC considers their character, competence, experience, integrity, time commitment and expected contribution, as well as diversity factors such as ethnicity and age, to ensure a balanced Board composition. The Board's composition is guided by the Company's Diversity Policy, which is available on the Company's website at www.ancomlogistics.com.my. New Directors are expected to have the appropriate knowledge and expertise to effectively perform their duties and contribute to the Board. They must also be able to devote adequate time to the Company's meetings and other Board matters. No person shall be appointed, re-appointed, elected or re-elected as a Director, or continue to serve as a Director, if the person is an active politician or if there are concerns regarding his or her character and conduct. An "active politician" refers to a Member of Parliament, State Assemblyman, or a person holding a position at the Supreme Council or division level of a political party. The Board does not involve itself in the appointment of Senior Management. Such appointments are the responsibility of the EVC.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 5.6

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

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The RNC identifies and selects potential candidates as Directors through various channels such as professional bodies in addition to considering candidates proposed by the Directors, management and shareholders.	
		The Board does not utilise independent sources to identify suitably qualified candidates for appointment during FY2026.	
		No new Director was appointed during FY2026.	
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 5.7

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

Application	:	Applied
Explanation on application of the practice	:	The Board and the RNC evaluate the performance and contribution of the retiring Directors who are seeking for re-election at the annual general meeting before tabling the resolution to re-elect the Directors for shareholders' approval at the annual general meeting. The profile of the Directors seeking for re-election, as well as information of any 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 Company as a whole, if any, is provided in the Annual Report and Explanatory Notes to the Notice of Annual General Meeting, to aid the decision of the shareholders whether or not to vote for the re-election of the retiring Directors. The Board provides a statement as to whether it supports the re-election of the retiring Directors in the Explanatory Notes with reasons.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.8

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

Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the RNC, Datin Joanne Marie Lopez, is an Independent Non-Executive Director.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The Board currently has 1 woman Director, constituting only 14% of the Board. The Board recognised the importance of gender diversity and is committed to actively pursue the appointment of additional women directors in the near future. In appointing Directors, the Board adopts a merit-based approach while taking into consideration diversity in gender, age, professional experience, industry knowledge, skills, ethnicity and tenure to ensure that the Board maintains an appropriate balance of competencies aligned with the Group's strategic direction.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.10

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

Application	:	Applied
Explanation on application of the practice	:	The Board adopts a merit-based approach while taking into consideration diversity in gender, age, professional experience, industry knowledge, skills, ethnicity and tenure to ensure that the Board maintains an appropriate balance of competencies aligned with the Group's strategic direction, as enumerated in the Company's Diversity Policy, which is reviewed and updated periodically by the Board, available in the Company's website at www.ancomlogistics.com.my. The Board remains supportive of the recommendations of the Malaysian Code on Corporate Governance ("MCCG") relating to gender diversity and will continue to consider suitably qualified women candidates as part of its Board renewal and succession planning initiatives. Nevertheless, appointments to the Board continue to be based primarily on merit, competence, experience, integrity and the ability to contribute effectively to the long-term success of the Group.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	The RNC undertakes an annual review of the Board's composition, effectiveness and suitability to ensure that the Board continues to possess the appropriate balance of skills, experience, independence, diversity and leadership necessary to discharge its responsibilities effectively. The RNC conducted its annual assessment of all Directors in accordance with the Company's Directors' Fit and Proper Policy, which is available on the Company's website at www.ancomlogistics.com.my. The RNC also considered whether the collective composition of the Board continues to provide an appropriate balance of executive and non-executive representation, independence, experience and diversity to support the Company's strategic direction and governance requirements. The RNC also implemented the Matrix which is used as a strategic tool to support Board composition, succession planning, Board renewal and Director development. The Matrix enables the RNC to assess the Board's collective competencies, identify capability gaps and ensure that the Board continues to possess the appropriate mix of skills, experience and diversity to support the Group's long-term strategic objectives. As part of the annual evaluation, each Director undertakes a structured assessment against the competency framework. The RNC then considers the Board's collective capabilities to identify areas of strength, emerging capability requirements and opportunities for further development. The assessment also assists the RNC in identifying training priorities to support Directors' continuing professional development.

	The Matrix serves as an important reference in the appointment of new Directors and the implementation of orderly Board succession plans. In considering prospective candidates, the RNC evaluates how their experience and expertise would complement the existing Board composition, address identified capability gaps and strengthen the Board's overall effectiveness.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	The RNC is responsible for reviewing and recommending the remuneration of the Non-Executive Directors ("NEDs") to the Board in accordance with the Company's Remuneration Policy. The remuneration framework is designed to ensure that remuneration remains fair, competitive and commensurate with the responsibilities, experience, time commitment and accountability expected of Directors, while taking into consideration market practices and the Company's financial position. The Company's Remuneration Policy is available on the Company's website at www.ancomlogistics.com.my. During FY2024, the RNC engaged an independent professional consulting firm to conduct a remuneration benchmarking study for the Company's NEDs. The study compared the Company's remuneration framework against comparable companies listed on the ACE Market of Bursa Securities and considered prevailing market practices, Board responsibilities, governance expectations and the increasing demands placed on Directors in discharging their fiduciary duties. After considering the findings of the benchmarking study, the RNC concluded that the existing Directors' fees remain appropriate, reasonable and broadly aligned with current market practice.
Explanation for departure	:	

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

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied
Explanation on application of the practice	:	The Terms of Reference of the RNC is available on the Company's website at www.ancomlogistics.com.my
Explanation for departure	:	
	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	The details of the remuneration received/receivable by the Directors during FY2026 are as disclosed in the table below:

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' Latif Bin Abdullah	Non-Independent Non-Executive Chairman	60.0	2.1	0	0	6.6	0	68.7	60.0	2.1	0	0	6.6	0	68.7
2	Dato' Siew Ka Wei	Executive Vice Chairman	0	0	0	0	24.6	0	24.6	0	0	0	0	24.6	0	24.6
3	Tan Sri Datuk Dr. Ampikaipakan A/L S. Kandiah	Independent Non-Executive Director	65.0	4.2	0	0	0	0	69.2	65.0	4.2	0	0	0	0	69.2
4	Datuk Mohd Farid Bin Mohd Adnan	Independent Non-Executive Director	70.0	4.6	0	0	0	0	74.6	70.0	4.6	0	0	0	0	74.6
5.	Dato' Mohammad Medan Bin Abdullah	Independent Non-Executive Director	70.0	3.8	0	0	0	0	73.8	70.0	3.8	0	0	0	0	73.8
6	Datuk Lee Cheun Wei	Non-Independent Non-Executive Director	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	Datin Joanne Marie Lopez	Independent Non-Executive Director	55.0	2.5	0	0	0	0	57.5	55.0	2.5	0	0	0	0	57.5

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 details of the remuneration of the top five (5) senior management are not disclosed in the Annual Report. The Board is of the opinion that disclosure of such information will not add significant value or understanding of the Company's corporate governance practices. Instead, the disclose of such information could possibly give rise to recruitment and talent retention issues. It will create unnecessary staff rivalry and affect harmonious working relation amongst the senior management staff. It would also encourage poaching by other organisations of the Group's senior management which will have a negative impact on the Group's continuous operation. The Board is aware that top talents are hard to come by in the current competitive human resource market.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company					
			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

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the AC, Tan Sri Datuk Dr. Ampikaipakan A/L S.Kandiah, is not the Chairman of the Board.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	It is a requirement under the Terms of Reference of the AC that former key audit partners of the Company’s External Auditors shall observe a cooling-off period of at least three (3) years before they can be appointed as members of the AC. Currently, none of the members of the AC is a former key audit partner of the Company’s External Auditors.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	The AC has been delegated by the Board to assess the suitability, objectivity and independence of BDO PLT, the External Auditors. In carrying out its assessment of the External Auditors, the AC considers the following, amongst others: (a) Competence The AC shall only consider External Auditors who have not had disciplinary actions taken against them for failure to comply with relevant accounting and reporting standards in the past five (5) years. (b) Audit quality The AC shall, in addition to its own assessment, seek feedback from Management on the professional working relationship with the External Auditors, the quality of their audit delivery and the quality of people and service. Due consideration shall be given to the ability of the External Auditors to adhere to the external audit plan agreed at the beginning of the audit period, thoroughness of the audit (within reasonable limits) and effectiveness and efficiency of the engagement team, amongst others. (c) Independence Pertaining to independence, the assessment focuses on whether there exists any relationship between the External Auditors and the Directors or senior management and major shareholders of the Group as well as any conflict of interest arising therefrom. The AC also gives due consideration to the fees to be paid to the External Auditors for any unreasonable excess above the market rate, which may be perceived to affect the objectivity of the External Auditors. The AC also obtains written assurance from the External Auditors that they have complied with the relevant ethical requirements regarding professional independence.

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	During FY2026, the AC comprised of one (1) Chartered Accountant, one (1) Medical Doctor and two (2) corporate professionals of whom, one (1) with a legal background and the other with a background in trading and management, and both of them possess experience in managing logistics and transportation business. The members of the AC have the relevant skills, knowledge and industry experience to discharge their duties and responsibilities as a member of the AC. They are financially literate and are able to understand matters relating to financial reporting, taxation, internal control and risk management. Apart from training attended by the Directors, the AC members also received periodic updates from the External Auditors on new accounting standards to enable them to keep abreast with development in the accounting and auditing frameworks. The RNC conducted an assessment of the AC to evaluate its performance and compliance with its Terms of Reference. The assessment concluded that the AC had performed satisfactorily and effectively discharged its duties and responsibilities in accordance with its Terms of Reference.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board is responsible for the establishment and maintenance of a sound and effective risk management and internal control system in the Group. The Board is also responsible for reviewing the adequacy, effectiveness and integrity of the Group's risk management and internal control system through ongoing and independent reviews carried out by the Company's Internal Audit function which reports to the AC. The Internal Audit reviews are focused on achieving effective and efficient operations, reliability of reporting, compliance with applicable laws and regulations as well as safeguarding of assets. The system of internal control covers governance, risk management, financial, strategy, organisational, operational, regulatory and compliance control matters. The adequacy and effectiveness of internal controls were reviewed by the AC in relation to the audits conducted by the Internal Auditors during FY2026. Audit issues and actions taken by Management to address the issues tabled by Internal Auditors were deliberated on during the AC meetings where the matters are reported to the Board by the AC Chairman at the Board meetings.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied	
Explanation on application of the practice	:	The features of the Company’s risk management and internal control framework, as well as the adequacy and effectiveness of this framework are as disclosed in the Statement on Risk Management and Internal Control of the Company’s Annual Report 2026.	
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.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	:	The Company's Internal Audit function is outsourced to Sterling Business Alignment Consulting Sdn. Bhd. ("SBAC"); an independent consulting firm. SBAC reports directly to the AC. SBAC is able to function independently as it is not related to the Board, management and major shareholders of the Company. SBAC's main responsibility is to review the adequacy and integrity of the Group's internal control system and the risk management framework. The Internal Audit addresses critical business processes, identifies risks and internal control gaps, assesses the effectiveness and adequacy of the existing state of internal control of the Group and recommends possible improvements to the internal control process. This is to provide reasonable assurance that such systems continue to operate satisfactorily and effectively within the Group. Quarterly Internal Audit Reports and Status Reports on follow-up actions are tabled to the AC during its quarterly meetings. The Internal Audit function conducts independent reviews of the key activities within the Group's operating units based on a detailed Internal Audit Plan approved by the AC.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 11.2

The board should disclose—

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

Application	:	Applied
Explanation on application of the practice	:	SBAC being the Company's outsourced internal audit firm, and the personnel assigned to conduct the internal audit reviews, have confirmed that they are free from any relationships or conflicts of interest situation with the Company, its Directors, management and shareholders, which could impair their objectivity and independence. The number of staff deployed for each internal audit review ranging from 3 to 4 per visit. The lead internal audit team performing the internal audit reviews for the financial year under review consists of: a) Dr. So Hsien Ying, a Doctor in Business Administration (Wales), Master's in Business Administration (Finance) (Hull), BSc Economics (Hons) (London), Certified Internal Control Professional (US), permanent member of The Internal Control Institute (US), Member of Malaysian Alliance of Corporate Directors, Member of The Institute of Internal Auditors Malaysia with over 30 years of experience in business process improvement, internal control review, internal audit and risk management; and b) Cheng Chean, a Chartered Member of the Institute of Internal Auditors Malaysia and a Fellow Member of the Chartered Certified Accountant. Mr. Cheng has over 20 years of hands-on experience in the fields of External Audit, Internal Audit and Internal Control Reviews. The Internal Auditors deploys the International Professional Practices Framework in the conduct of the internal audit assessments as well as in the observance of the attributes by team members, like adhering to the definition of internal auditing, core principles and the code of conduct, which covers, inter alia, the need to be independent of relationship which may impair objectivity and professional independence of team members. Besides, the Internal Auditors also

	applied the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the internal control systems.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges the importance of timely and thorough dissemination of material information about the Group's business to its shareholders and investors for informed investment decisions in line with the Listing Requirements and best practices as recommended by the MCGG. The Board regards regular communication with the public via various announcements and the issuance of Annual Reports, circulars and press releases as key to building good relationships with its shareholders and investors. The Board strives to disclose such information to the public as soon as practicable through Bursa Securities, the media and the Company's website at www.ancomlogistics.com.my. The Board will take reasonable steps to ensure that all investors have equal access to material information. Selective disclosure is not allowed. The Company shall disclose all material information required to be disclosed under applicable securities laws, regulations and requirements as per the disclosure principles listed below: • Material information will be announced immediately to Bursa Securities, and later be made available on the Company's website; • Material information will be kept confidential temporarily if the immediate release of such information would be detrimental to the interests of the Company and/or its shareholders; • The disclosure must be factual and non-speculative; • If the Company learns that an earlier disclosure contained material error(s), such disclosures must be corrected immediately; and • The Company will not comment, affirmatively or negatively, on rumours including those on the Internet. Should Bursa Securities request that the Company make a definitive statement in response to any market rumour that is causing significant volatility in the price of the Company's securities, the EVC, will respond appropriately, after consulting with the Board

	or Advisors if time permits, before a reply is given to Bursa Securities. Information is considered material if it can reasonably be expected to have a material effect on the price, value or market activity of the Company's securities or the decision of a holder of security or an investor in his/her investment decisions and actions. The Company releases all material information publicly through Bursa Securities' website at www.bursamalaysia.com and via the Company's website at www.ancomlogistics.com.my. The general meetings (annual or extraordinary) remain the main platform for the shareholders to engage with Directors or senior management on the Company's performance and prospects. Minutes on the proceedings at the general meetings are recorded by the Company Secretaries and are available for inspection by the Company's shareholders at the Company's registered office at Unit C508, Block C, Kelana Square, Jalan SS 7/26, Kelana Jaya, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The minutes of general meetings and a summary of key matters discussed at the general meetings are also posted on the Company's website at www.ancomlogistics.com.my.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.2

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

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

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Company’s Notice of Annual General Meeting (“AGM”) is given to the shareholders not less than 28 days before the AGM.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	All Directors including the respective chairs of the various Board Committees are encouraged to attend the AGM to deal with any questions posed by the shareholders, where applicable.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate—

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

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	Following the joint directive issued by Bursa Securities and the Securities Commission Malaysia requiring listed issuers to conduct general meetings in either a hybrid or physical format with effect from 1 March 2025, the Company 59th Annual General Meeting held on 29 October 2025 ("59th AGM") was conducted in a physical format, enabling shareholders to attend in person and engage directly with the Board and Management. Due to the high cost involve, the Company does not intent to have a hybrid meeting which allows shareholders to attend the meeting remotely and to vote in absentia. Notwithstanding the departure, the Board had implemented the following measures to facilitate effective shareholder participation and informed decision-making at the 59th AGM: a) Shareholders were given at least 28 days' notice of the 59th AGM together with the Annual Report and explanatory notes for each resolution to enable them to make informed decisions. b) Shareholders who were unable to attend the 59th AGM in person were entitled to appoint proxy(ies) to attend, participate and vote on their behalf in accordance with the Company's Constitution. The Chairman allocated sufficient time during the 59th AGM for shareholders to raise questions and seek clarification on the Group's performance, operations and the resolutions tabled before the voting process commenced.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.4

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application	: Applied
Explanation on application of the practice	: The Company conducted its 59 th AGM fully physically. At the Company's 59 th AGM, the Chairman ensures that there is meaningful engagement between the Board, the Company's senior management (the EVC and CFO) and the shareholders. Shareholders are given ample time to submit their questions or queries relating to the Company's financial and non-financial matters as well as the Company's plans and strategies, either prior to or during the 59 th AGM. The Chairman provided ample time for the shareholders to raise questions at the 59 th AGM. The EVC and CFO and the relevant Chairmen of the Board Committees answered the questions, wherever applicable. For questions and queries where answers are not readily available, written responses were provided to the shareholders concerned via emails or posted on the Company's website after the meeting. The shareholders can also pose or raise questions to the Company via the "Contact Us" function at the Company's website at www.ancomlogistics.com.my
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:

Timeframe	:		
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Intended Outcome

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>			
Application	:	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.6

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

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

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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