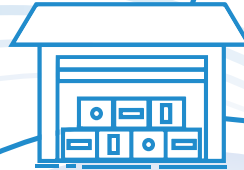




**ANCOM LOGISTICS BERHAD**

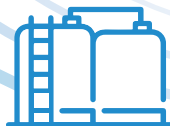
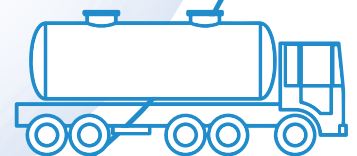
[196601000150 (6614-W)]  
Incorporated in Malaysia

## Annual Report **2025**



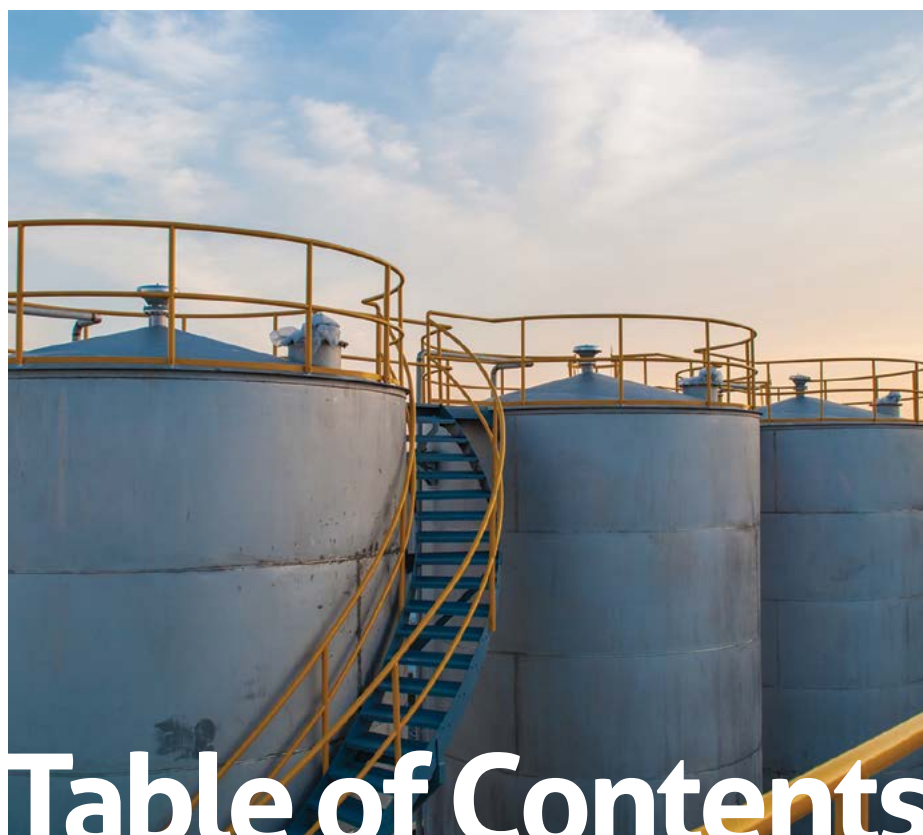
# TOGETHER

WE CAN MAKE A DIFFERENCE





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Go online to our website at:  
[www.ancomlogistics.com.my](http://www.ancomlogistics.com.my)

# Corporate Information

## Board of Directors

- 1 **DATO' ABDUL LATIF BIN ABDULLAH**  
(Non-Independent Non-Executive Chairman)
- 2 **DATO' SIEW KA WEI**  
(Executive Vice Chairman)
- 3 **TAN SRI DATUK DR. AMPIKAIPAKAN A/L S. KANDIAH**  
(Independent Non-Executive Director)
- 4 **DATUK MOHD FARID BIN MOHD ADNAN**  
(Independent Non-Executive Director)
- 5 **DATUK LEE CHEUN WEI**  
(Non-Independent Non-Executive Director)
- 6 **DATO' MOHAMMAD MEDAN BIN ABDULLAH**  
(Independent Non-Executive Director)
- 7 **DATIN JOANNE MARIE LOPEZ**  
(Independent Non-Executive Director)

## AUDIT COMMITTEE

**TAN SRI DATUK DR. AMPIKAIPAKAN A/L S. KANDIAH** (Chairman)

**DATUK MOHD FARID BIN MOHD ADNAN** (Member)

**DATUK LEE CHEUN WEI** (Member)

**DATO' MOHAMMAD MEDAN BIN ABDULLAH** (Member)

## REMUNERATION & NOMINATION COMMITTEE

**DATIN JOANNE MARIE LOPEZ** (Chairman)

**DATUK MOHD FARID BIN MOHD ADNAN** (Member)

**DATO' MOHAMMAD MEDAN BIN ABDULLAH** (Member)

## COMPANY SECRETARIES

**CHOO SE ENG** (MIA 5876)

**STEPHEN GEH SIM WHYE** (MICPA 1810)

## REGISTERED OFFICE

Unit C508, Block C, Kelana Square  
Jalan SS7/26, Kelana Jaya  
47301 Petaling Jaya  
Selangor Darul Ehsan  
Malaysia  
Tel. : (603) 7805 1817 / 3817  
Fax : (603) 7804 1316  
Email : sgeh@gswconsultants.com.my

## BUSINESS ADDRESS

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

## SHARE REGISTRAR

**Tricor Investor & Issuing House Services Sdn. Bhd.**

Unit 32-01, Level 32, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Malaysia  
Tel. : (603) 2783 9299  
Fax : (603) 2783 9222  
Email : is.enquiry@my.tricorglobal.com

## AUDITORS

**BDO PLT, Chartered Accountants**

## STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia  
Securities Berhad  
(Stock Code : 0048)

## PRINCIPAL BANKERS

**OCBC Bank (Malaysia) Berhad**  
**AmBank (M) Berhad**

## SOLICITORS

**Chong, Ng & Yap**

## DOMICILE

Malaysia

## WEBSITE

[www.ancomlogistics.com.my](http://www.ancomlogistics.com.my)

# Five-Year Highlights

	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000	2021 RM'000
Revenue	<b>33,382</b>	31,442	30,564	29,949	30,477
Profit/(Loss) before taxation	<b>2,048</b>	(1,856)	1,219	249	2,258
Profit/(Loss) for the financial year	<b>707</b>	(2,942)	502	(618)	1,390
Effective percentage rate of tax	<b>65%</b>	>100%	59%	>100%	38%
Net (loss)/profit attributable to owners of the parent	<b>(1,000)</b>	(3,741)	(385)	(1,717)	382
<b>ASSETS EMPLOYED</b>					
Property, plant and equipment	<b>38,878</b>	31,230	18,781	18,246	18,069
Right-of-use assets	<b>39,991</b>	4,427	4,502	4,709	9,310
Investments	<b>-</b>	-	-	2,219	2,219
Other non-current assets	<b>1,305</b>	3,449	-	-	-
Current assets	<b>15,048</b>	14,665	20,890	23,025	23,817
<b>TOTAL ASSETS</b>	<b>95,222</b>	53,771	44,173	48,199	53,415
<b>FINANCED BY</b>					
Share capital	<b>23,664</b>	23,664	23,664	23,664	23,664
Reserves	<b>8,526</b>	8,526	8,526	8,526	8,526
Accumulated losses	<b>(15,563)</b>	(14,563)	(10,822)	(10,437)	(8,720)
	<b>16,627</b>	17,627	21,368	21,753	23,470
Non-controlling interests	<b>8,160</b>	7,825	7,418	6,531	6,412
<b>TOTAL EQUITY</b>	<b>24,787</b>	25,452	28,786	28,284	29,882
Non-current liabilities	<b>54,209</b>	15,985	4,233	4,702	6,714
Current liabilities	<b>16,226</b>	12,334	11,154	15,213	16,819
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>95,222</b>	53,771	44,173	48,199	53,415
<b>SHAREHOLDERS' INTERESTS</b>					
(Loss)/Profit per ordinary share - sen	<b>(0.21)</b>	(0.79)	(0.08)	(0.36)	0.08
Net assets per share - sen	<b>3.51</b>	3.72	4.51	4.60	4.96
<b>OTHER INFORMATION</b>					
Depreciation	<b>3,138</b>	5,390	5,695	5,686	5,834
Interest expense	<b>1,871</b>	297	432	560	629

# List of Principal Offices

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## ANCOM LOGISTICS BERHAD

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

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## ANCOM NYLEX TERMINALS SDN. BHD.

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

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## PENGANGKUTAN COGENT SDN. BHD.

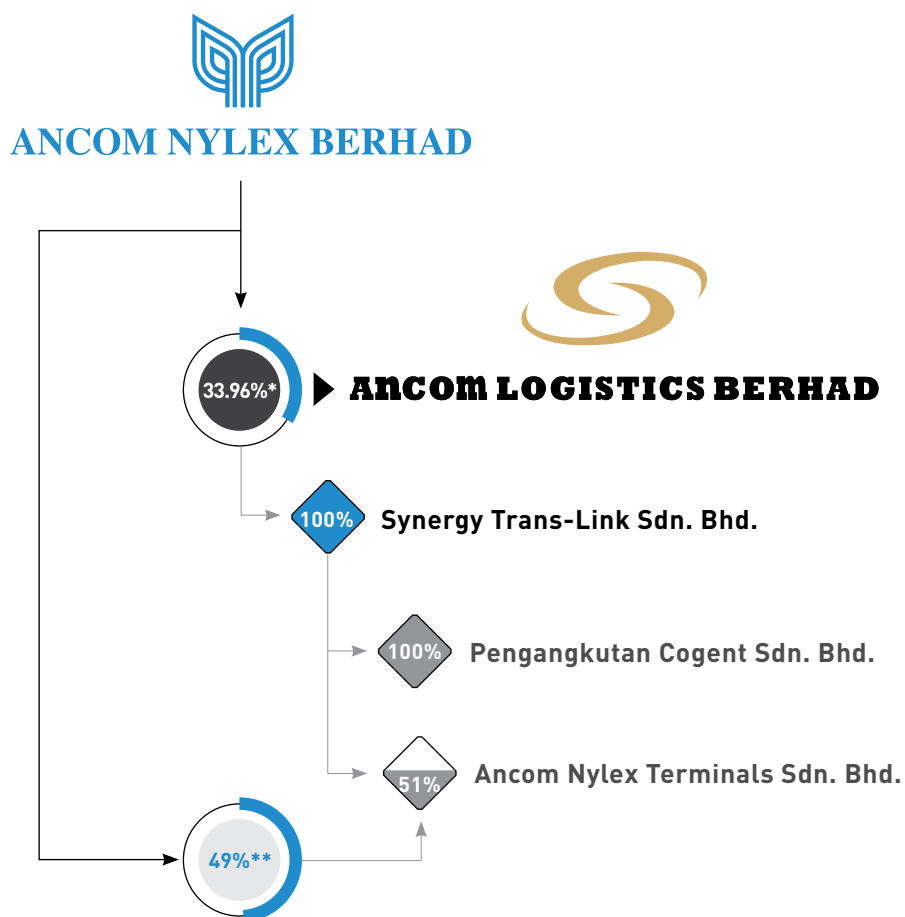
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PTD 149227, Jalan Berjaya 7  
Taman Perindustrian Berjaya  
81200 Kempas Lama  
Johor Darul Takzim  
Malaysia  
Tel : (607) 558 3131  
Fax : (607) 558 1313

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# Corporate Structure

As at 31 May 2025



Note:

\* Direct and Indirect Interest

\*\* Held through CKG Chemicals Pte Ltd, a wholly-owned subsidiary of Ancom Nylex Berhad

# Board of Directors

## DATO' ABDUL LATIF BIN ABDULLAH

Non-Independent Non-Executive Chairman



**MALAYSIAN**

**MALE**

**AGE 75**

Dato' Latif was appointed as Chairman of the Company on 20 August 2004. He was re-designated as Executive Chairman on 1 December 2004 and later as Non-Independent Non-Executive Chairman on 1 June 2006 and on 15 August 2014, as Independent Non-Executive Chairman of the Company. He was later re-designated as Non-Independent Non-Executive Chairman on 17 October 2023.

Dato' Latif obtained the Bachelor of Arts (Hons) degree in International Relations from University Malaya and Master of Science (Marine Law & Policy) degree from University of Wales, United Kingdom. He had also attended the Senior Management Development Program at Harvard Business School. He is a member of Chartered Institute of Logistics and Transport, United Kingdom.

Dato' Latif started his career in 1975 with the Ministry of Foreign Affairs attached to West Asian Desk. He later joined Malaysian International Shipping Corporation Berhad ("MISC") as an Executive and was subsequently promoted to Assistant Manager of its Liner Division. From 1982 to 1992, he was with Perbadanan Nasional Shipping Line Berhad ("PNSL") where he held a number of senior positions and was instrumental in the formation of a number of subsidiaries and joint venture companies which he headed within the PNSL Group. He was the General Manager, Business and Corporate Division of PNSL before joining Mitsui OSK Lines (M) Sdn. Bhd. ("Mitsui OSK") in 1990 as a founder Director and remained as its Chairman after his retirement in 2005.

Presently, Dato' Latif is the Chairman of Efficient E-Solutions Berhad.

## DATO' SIEW KA WEI

Executive Vice Chairman



**MALAYSIAN**

**MALE**

**AGE 69**

Dato' Siew was appointed as Non-Independent Executive Director of the Company on 17 October 2001. He was re-designated as the Non-Independent Non-Executive Deputy Chairman on 20 August 2004 and subsequently as the Executive Vice Chairman on 25 January 2011.

Dato' Siew received his secondary and tertiary education in the United Kingdom, first studying in Marlborough College, then completing his tertiary education at Imperial College, London, where he obtained his Bachelor of Science (Hons) degree in Chemical Engineering in 1977 and Master of Science ("MSc") degree in Operational Research in 1979 respectively.

Dato' Siew has extensive experience in the field of petrochemicals accumulated over more than 30 years in the local and international sectors.

Dato' Siew was a very active member of the Young Presidents' Organisation ("YPO") from 1993 until 2006. He was Chairman of the Malaysian Chapter of YPO and was Co-Chairman of the first Regional Conference in Kuala Lumpur in 1998. He became a member of the International Board of YPO in 2000 and served until 2003. He was Chairman of YPO's Global Leadership Congress in Beijing in 2003. He was also a past President of the Imperial College Alumni of Malaysia, a post he has held from 2008 to 2018 and a past Governor of the Board of Governors of Marlborough College of Malaysia.

Currently, Dato' Siew is the Executive Vice Chairman of Ancom Nylex Berhad ("ANB"), the holding company of the Company, and the Group Managing Director of Nylex (Malaysia) Berhad, a subsidiary of ANB. ANB is listed on the Main Market of Bursa Malaysia Securities Berhad.

Dato' Siew is a substantial shareholder of the Company through his direct and indirect shareholding in ANB and his direct interest in the Company.



## Board of Directors

**TAN SRI DATUK DR. AMPIKAIPAKAN A/L S. KANDIAH**

Independent Non-Executive Director



MALAYSIAN

MALE

AGE 79

Tan Sri Datuk Dr. Ampikaipakan was appointed to the Board on 24 July 2020. He is currently the Chairman of the Audit Committee of the Company.

A graduate from Madras Medical College, India in 1972, Tan Sri Datuk Dr. Ampikaipakan served as a Medical Officer in various government hospitals in Malaysia until 1976. From 1976 to 1978, he was the Medical Registrar at the National Tuberculosis Centre Kuala Lumpur. He then began his postgraduate training at the Brompton Hospital and Royal London Hospital in the United Kingdom, returning to Malaysia to serve as a Consultant Respiratory Physician at the National Tuberculosis Centre. In 1981, he began his own practice and in 1986 he joined Pantai Hospital Kuala Lumpur as a Consultant Respiratory Physician, a position he holds until today.

Tan Sri Datuk Dr. Ampikaipakan was made a Fellow of the Royal College of Physicians ("FRCP"), United Kingdom in 1986. He was also the Founder Secretary and President of the Malaysian Thoracic Society from 1989-1992.

Tan Sri Datuk Dr. Ampikaipakan pioneered the research to document the incidence of Sarcoidosis in Malaysia and presented his findings at the International Sarcoidosis Conference in Paris in 1981.

Tan Sri Datuk Dr. Ampikaipakan was appointed the First Vice-Chancellor of AIMST University from 1996 to 1997 and continued as its founder Chairman until 2009.

Tan Sri Datuk Dr. Ampikaipakan is currently one of the Advisors of the International Advisory Council for Clinical Governance at IHH Healthcare Berhad.

**DATUK MOHD FARID BIN MOHD ADNAN**

Independent Non-Executive Director



MALAYSIAN

MALE

AGE 63

Datuk Farid was appointed to the Board on 3 May 2021. He is currently a member of the Audit Committee and Remuneration & Nomination ("R&N") Committee of the Company.

Datuk Farid graduated with a Bachelor of Science in Chemical Engineering degree from the University of Tennessee, Knoxville, USA and subsequently obtained a Master of International Business Studies from the University of South Carolina, Columbia, USA.

Datuk Farid has more than 30 years of experience in the oil and gas industry. He started his professional career at Petroliaam Nasional Berhad ("PETRONAS"), holding various senior management positions in various PETRONAS companies since 1985. His last posting was in South Africa where he retired from PETRONAS in 2017.

Datuk Farid served on the Board of MISC Berhad from December 2011 to September 2015, PETRONAS Dagangan Berhad from October 2013 to August 2015, PETRONAS Energy Trading Limited of UK from August 2010 to December 2015 and PETCO Trading Limited, UK, from August 2010 to December 2015.

Datuk Farid is currently an Independent Non-Executive Director of Affin Islamic Bank Berhad.

## Board of Directors

### DATUK LEE CHEUN WEI

Non-Independent Non-Executive Director



**MALAYSIAN**

**MALE**

**AGE 51**

Datuk Lee was appointed to the Board on 11 January 2023. He is currently a member of the Audit Committee of the Company.

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

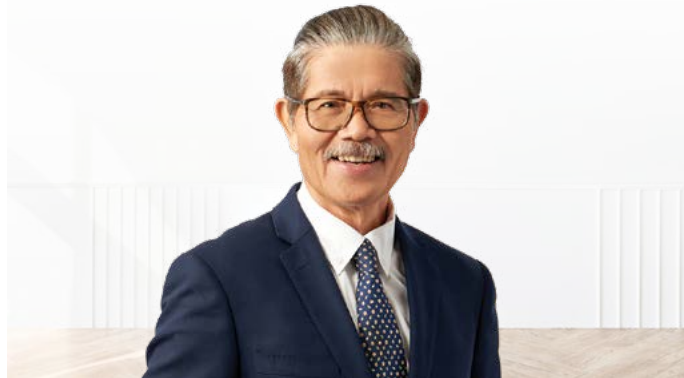
Datuk Lee started his career in 1997 as a Group Accountant at EPE Power Corporation Berhad ("EPE"), a transmission and distribution engineering company, and was made the Chief Financial Officer of the EPE Group in 2003. He was the Director of Corporate Finance of Tamco Corporate Holding Berhad (former name of the Company) from 2005 to 2009. He joined ANB, the holding company, in 2009 as the Group Chief Financial Officer. In July 2014, he was appointed Managing Director of Ancom Crop Care Sdn. Bhd. ("ACC"), a wholly-owned subsidiary of ANB. In January 2018, Datuk Lee was appointed to his current position as the Group Chief Executive Officer ("CEO") of ANB and was subsequently appointed Managing Director of ANB in March 2022 while still holding the position of Managing Director of ACC.

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

Datuk Lee is currently the Managing Director/Group CEO and substantial shareholder of ANB.

### DATO' MOHAMMAD MEDAN BIN ABDULLAH

Independent Non-Executive Director



**MALAYSIAN**

**MALE**

**AGE 67**

Dato' Medan joined the Board on 30 March 2023. He is currently a member of the Audit Committee and R&N Committee of the Company.

Dato' Medan graduated with a Bachelor of Laws (Hons) degree at the University of Malaya in 1982. He also graduated from the Advanced Management Program at Wharton School, University of Pennsylvania, USA in 2007 and has attended the INSEAD Senior Management Program.

Dato' Medan has more than 30 years' experience in the Oil and Gas industries. He started as a trainee Legal Officer in PETRONAS in 1982. He was General Counsel of PETRONAS Upstream Business sector; Executive Assistant to the President of PETRONAS; Senior General Manager of Group Supply Chain Management; Managing Director/President (Asia Pacific) of Gazprom Marketing & Trading Pte Ltd and Chairman and Director of several PETRONAS Companies. He was the Group CEO of Bintulu Port Holdings Berhad from March 2017 to February 2023.

Dato' Medan is currently the Non-Independent Non-Executive Director of Petroleum Sarawak Berhad.

Dato' Medan has also been appointed a Board member of MATRADE, the Malaysia's Export Promotion Agency.

## Board of Directors

### DATIN JOANNE MARIE LOPEZ

Independent Non-Executive Director



MALAYSIAN

FEMALE

AGE 59

Datin Joanne joined the Board on 31 May 2023. She is currently the Chairman of the R&N Committee of the Company.

Datin Joanne graduated with a Bachelor of Economics (Hons) degree majoring in Applied Economics from University of Malaya in 1990.

Datin Joanne has over 30 years of experience in the asset management industry. She began her career in 1991 as an Investment Analyst at a merchant bank in Malaysia and subsequently held senior positions, including Head of Asset Management. She later served in institutional broking at BBMB Securities Berhad and as Equity Fund Manager at Manulife Insurance Malaysia Berhad. From 2006 until her retirement in 2022, she was Chief Investment Officer of Hong Leong Assurance Berhad, managing over RM20 billion in conventional and takaful funds.

Currently, Datin Joanne is an Independent Non-Executive Director of Nylex (Malaysia) Berhad, a subsidiary of ANB and an Independent Non-Executive Director of Malaysian Reinsurance Berhad.

#### Notes:

1. There are no family relationships amongst the Directors and/or major shareholders of the Company.
2. Other than the Recurrent Related Party Transactions ("RRPTs") as disclosed in this Annual Report, none of the other Directors has any financial interest in an business arrangement involving the Group. The Directors also do not have any competing business interest which conflict with their positions in the Company.
3. None of the Directors has been convicted of any offences other than traffic offences (if any) within the past five (5) years or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.
4. Other than Dato' Siew Ka Wei who is a substantial shareholder of the Company, through his direct and indirect shareholding in ANB and his direct interest in the Company; and Datuk Lee Cheun Wei, who is a substantial shareholder of ANB, the other Directors do not hold any shares in the Company and its related corporations.

Please refer to the Directors' Report of this Annual Report for the Directors' securities holdings in the Company and its related corporations.

5. Please refer to the Corporate Governance Overview Statement for the Directors' Board and Committees meeting attendances in financial year ended 31 May 2025.

# Key Senior Management

DATO' SIEW KA WEI	DATUK HASNUL BIN HASSAN	SABLI BIN SIBIL
<div>MALAYSIANMALEAGE 69</div> <div>Executive Vice Chairman</div>	<div>MALAYSIANMALEAGE 63</div> <div>Deputy Chief Executive Officer ("DCEO")</div> <div>Datuk Hasnul was appointed as the DCEO of the Company in October 2019. He resigned as the DCEO of the Company on 19 March 2025.</div> <div>Datuk Hasnul brings with him vast experience in the corporate sector including several reputable multi-national companies such as Unilever, Johnson &amp; Johnson and British American Tobacco where he developed his marketing and management skills.</div> <div>After spending 23 years with the multi-national companies, Datuk Hasnul joined BERNAMA as its CEO in 2009. He subsequently joined The Malay Mail as its CEO in 2013. He joined Ancom Nylex Berhad ("ANB"), the holding company of the Company, in 2014 as its Executive Director (Business Development).</div> <div>Datuk Hasnul obtained his Bachelor of Science degree in Business Administration in May 1984 from Southeast Missouri State University, USA. He subsequently pursued and obtained his Masters of Business Administration degree from Governors State University, USA, in December 1985.</div>	<div>MALAYSIANMALEAGE 71</div> <div>Executive Director – Logistics</div> <div>Sabli was appointed as Executive Director – Logistics Division in May 2023.</div> <div>He joined Petroliam Nasional Berhad ("PETRONAS") as a Marketing Senior Manager in June 1992 and served in various capacities, the last being Training Senior Manager prior to his retirement in 2009.</div> <div>Sabli joined ANB as its Human Resource Director in June 2009 after retiring from PETRONAS in the same year. He was later appointed Director of Chemical Integration in December 2011 and later Managing Director/CEO of Genovasi Malaysia Sdn. Bhd., in February 2021. He assumed his present position in May 2023.</div> <div>Sabli graduated with Master of Business Development from Henley/Brunnel University, United Kingdom in 1988. He has a Postgraduate Diploma from Brighton Polytechnic and a Diploma from South Devon Technical College, United Kingdom. He also attended a Senior Management Programme (PETRONAS/INSEAD) and obtained a Certificate in International Management in 1999.</div>

Please refer to the Board of Directors in this Annual Report for the profile of Dato' Siew Ka Wei

## Key Senior Management

### LIM CHANG MENG

MALAYSIAN MALE AGE 53

Chief Financial Officer

Chang Meng began his career as an audit assistant with Coopers & Lybrand in 1992 until 2000 with his last position as an Audit Manager. He subsequently joined Setegap Berhad, a construction company as Group Accountant in 2000 and later HLG Securities Sdn. Bhd., a stockbroking company as a Finance Manager in 2002 respectively.

He joined Tamco Corporate Holdings Berhad (former name of the Company) in 2005 as its Corporate Accounting Manager, and became its Head of Corporate Finance in 2010. He was promoted to Chief Financial Officer of the Company in 2011 and in 2014, he was also appointed as the Chief Financial Officer of ANB.

Chang Meng is a member of the Malaysian Institute of Accountants.

### MOHD YUSOF BIN MUHAMAD DON

MALAYSIAN MALE AGE 59

General Manager  
– Pengangkutan Cogent Sdn. Bhd. ("Cogent")

Mohd Yusof was appointed the General Manager of Cogent, a wholly-owned subsidiary of the Company, in February 2015. Prior to joining Cogent, he was a Senior Manager/ Director of Hayara Sdn. Bhd. and Hayana Sdn. Bhd., a solid waste management contractor and a construction materials company respectively, both of which are based in Penang, from 2013 to 2015. Before that, he held various senior managerial positions at Soi Yong Berhad and Koperasi Usaha Bersatu (M) Berhad.

Mohd Yusof holds a Bachelor's Degree in Industrial Engineering from University of Alabama, Tuscaloosa, Alabama, USA.

### SERENA KHOO

MALAYSIAN FEMALE AGE 61

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

Serena was the General Manager of ANT, a subsidiary of the Company, since October 2017. She retired in August 2025.

She has more than 25 years of experience in the bulk chemicals and logistics businesses. Prior to the current position, she held various positions in Perusahaan Kimia Gemilang Sdn. Bhd. ("PKG"), a subsidiary of ANB, and her last position in PKG was Senior Operations Manager.

Serena holds a Post-graduate Diploma in Business Administration from the University of Central Lancashire, United Kingdom.

### KIT THAM

MALAYSIAN MALE AGE 42

General Manager – ANT

Kit is currently the General Manager of ANT, a position he assumed in August 2025.

He began his career in 2004 as an Audit Assistant with Peter Chong & Co., Chartered Accountants. From 2006 to 2015, he held various finance managerial positions in companies such as Cal Comp (Malaysia) Sdn. Bhd. and Malay Mail Sdn. Bhd.. In 2015, Kit joined Cogent as Finance and Accounts Manager. Two years later, in 2017, he was promoted to Deputy General Manager, where he oversaw both finance and operations. In August 2025, Kit assumed his current position in ANT.

He holds a Bachelor's Degree in Finance from the University of Hertfordshire, UK, obtained in 2004.

#### Notes:

1. There is no family relationship between the Key Senior Management with any Director and/or major shareholder of the Company.
2. Other than the RRPTs disclosed in this Annual Report, none of the other Key Senior Management has any financial interest in any business arrangement involving the Group.
3. None of the Key Senior Management has any competing business interest which conflict with their positions in the Group.
4. Other than traffic offences (if any), none of the Key Senior Management has been convicted of any offence within the past five (5) years and there is no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

# Management Discussion and Analysis



## REVIEW OF FINANCIAL RESULTS AND OPERATING ACTIVITIES

### OVERVIEW

Ancom Logistics Berhad ("ALB") functions as an investment holding company. ALB holds all equity interests in Synergy Trans-Link Sdn. Bhd. ("STL"), an intermediate holding company that owns two subsidiaries:

- 100% of Pengangkutan Cogent Sdn. Bhd. ("Cogent")
- 51% of Ancom Nylex Terminals Sdn. Bhd. ("ANT")

The main activities of the Group are as follows:

- Cogent provides bulk chemical land transportation services across Malaysia and Singapore. The company operates a fleet of chemical road tankers headquartered at its primary depot in Johor, with supplementary facilities in Kuantan and Westport, Klang.
- Through ANT, the Group owns and manages the operations of a chemical tank farm and terminal located at Westport, Port Klang.

## FINANCIAL PERFORMANCE

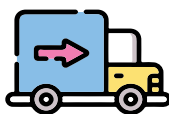
For the financial year ended 31 May 2025 ("FY2025"), the Group reported revenue of RM33.4 million, representing an increase from RM31.4 million in the preceding financial year ended 31 May 2024 ("FY2024"). This growth was principally driven by sustained strong demand for spot tank rentals within the tank farm segment.

For FY2025, the Group recorded a profit before taxation of RM2.0 million, compared to a loss before taxation of RM1.9 million in the previous financial year. The loss before taxation in FY2024 was mainly due to an impairment loss on other receivables amounting to RM2.0 million.



## Management Discussion and Analysis

### LOGISTICS DIVISION



**THIS DIVISION ENCOMPASSES THE CHEMICAL TANK FARM OPERATIONS OF ANT AS WELL AS THE CHEMICAL ROAD TRANSPORTATION ACTIVITIES OF COGENT. FOR FY2025, THE DIVISION REPORTED AN INCREASED REVENUE OF RM33.4 MILLION, UP FROM RM31.4 MILLION IN THE PRIOR YEAR.**

Segmental profit before taxation also rose to RM4.8 million in FY2025, compared to RM2.8 million in the previous financial year.

Cogent's trucking operations experienced flat revenue growth alongside elevated operating costs in FY2025. Revenue increased only slightly to RM20.0 million from RM19.9 million in the previous financial year, as demand within the chemical industry remained subdued. The company also incurred notably higher truck maintenance expenses and unfavourable exchange rates against the Ringgit. Consequently, Cogent's profit before taxation declined to RM0.1 million, compared to RM0.6 million in the previous financial year.

Revenue from the tank farm and terminal business in FY2025 was RM13.4 million, compared to RM11.5 million in the previous financial year. This increase was due to higher income from spot tanks. Profit before taxation from the tank farm and terminal business was RM4.7 million, up from RM2.2 million in FY2024, primarily as a result of reduced operating and maintenance expenses for the current tank farm facilities.

The construction of an additional 10,000 cbm capacity at our tank farm was completed in August 2025. Management has initiated efforts to secure new customers for long-term leasing of the newly available tanks. In the interim, to optimise utilisation, the new tanks are being offered for spot rental until long-term lease agreements are finalised.

### OTHER DIVISION

The results of ALB are included under other division. For FY2025, ALB reported a loss before taxation of RM0.7 million, contrasting with a profit before taxation of RM7,000 in the previous financial year. This change was primarily attributable to a decrease in dividend income, which amounted to RM2.0 million, down from RM4.7 million recorded in the previous financial year.

#### PROPOSED ACQUISITION OF GREEN LAGOON TECHNOLOGY SDN BHD ("GLT")

In April 2024, ALB, together with its holding company, Ancom Nylex Berhad ("ANB"), entered into a Heads of Agreement ("HOA") with Greenheart Sdn. Bhd., Choong Wee Keong, and How Yoon For (collectively referred to as the "Vendors") for the proposed acquisition of the entire share capital of Green Lagoon Technology Sdn. Bhd. ("GLT") by ALB. The transaction consideration amounts to RM120.0 million, subject to an independent valuation, and will be satisfied through the issuance of 1.0 billion new ordinary shares in ALB at RM0.12 per share ("Proposed Acquisition").

In accordance with the HOA, there is a proposed exemption under subparagraph 4.08(1)(a) of the Rules on Take-overs, Mergers and Compulsory Acquisitions available to the Vendors, other shareholders of GLT, and their persons acting in concert (collectively referred to as "PACs") pursuant to Sections 216(2) and 216(3) of the Capital Markets and Services Act 2007. This Proposed Exemption would relieve them from the obligation to make a mandatory offer for the remaining ALB Shares not currently owned by them in connection with the Proposed Acquisition ("Proposed Exemption").

In relation to the Proposed Acquisition, ANB is also undertaking:

- A proposed private placement of up to 183.3 million new ALB Shares to ANB for the total sum of up to RM22.0 million at an issue price of RM0.12 per ALB Share, provided that ANB's shareholding in ALB post-acquisition shall not exceed 21% of ALB's total issued and paid-up share capital ("Proposed Private Placement").
- A proposed disposal by ALB of all its subsidiaries, including Synergy Trans-Link Sdn. Bhd. and its subsidiaries, Pengangkutan Cogent Sdn. Bhd., and Ancom Nylex Terminals Sdn. Bhd., to ANB, at an independent valuation to be conducted and conditions to be determined later ("Proposed Disposal").

(The Proposed Acquisition, Proposed Exemption, Proposed Private Placement and Proposed Disposal shall be collectively referred to as "Proposals")

## Management Discussion and Analysis

On 21 April 2025, ALB and ANB entered into a Supplemental Agreement to the HOA ("Supplemental Agreement") with the Vendors and GLT. According to the Supplemental Agreement, the parties agreed to certain terms, including the following:

- Vary the terms of the Proposed Private Placement to up to 83.3 million new ordinary shares (or such other number of new ordinary shares as may be applicable) to be issued by ALB to ANB for the total sum of up to RM10.0 million (or such other amount corresponding to such number of new ordinary shares to be issued), and to be settled in cash at the issue price of RM0.12 per ALB Share, provided that the total percentage of shareholding held by ANB directly and indirectly in the share capital of ALB on completion of the Proposed Acquisition shall not exceed such number of ALB Shares representing 22% of the entire issued and paid-up share capital of ALB.
- To include a proposed subscription by ANB for 145,685 new ordinary shares in GLT (or such other number of new GLT Shares as may be applicable), to be issued and allotted by GLT to ANB for the total sum of RM12.0 million ("Subscription Shares") at the issue price of RM82.37 per GLT Share.
- To extend the HOA term to 31 December 2025.

The exercise remains ongoing and upon completion of the Proposals, ALB will cease to be a subsidiary of ANB and will become an associate company of ANB.

For information, GLT is a homegrown environmental solutions company and specialises in engineering, design and technology for Palm Oil Mill Effluent ("POME") anaerobic lagoon Biogas-to-Power projects.

## OUTLOOK AND PROSPECTS

Malaysia's economy is affected by trade tensions and policy uncertainty. Changes in tariffs and trade negotiations may influence both global and domestic projections, complicating forecasts for inflation and exports if tariff rates continue to rise. Within Malaysia, government wage-related policies and subsidy adjustments aimed at economic restructuring may lead to short-term inflationary effects. Inflation is projected to reach 2.2% in 2025 and 2.7% in 2026, though higher inflation remains a possible risk.

**THE MANAGEMENT SHALL REMAIN VIGILANT IN LIGHT OF THE DIFFICULT OPERATING ENVIRONMENT. THE BOARD REMAINS COMMITTED TO EXERCISING PRUDENCE IN MANAGING THE BUSINESS UNDER THESE CONDITIONS. MANAGEMENT BELIEVES THAT THE INTRODUCTION OF NEW TANK FACILITIES WILL ALLOW THE GROUP TO OFFER GREATER VOLUME AND COMPETITIVE PRICING TO OUR CUSTOMERS, WHILE ENHANCING OVERALL BUSINESS ACTIVITIES.**



# Sustainability Statement

## INTRODUCTION

The Board of Directors ("Board") is pleased to present our Sustainability Statement for the financial year ended 31 May 2025. At Ancom Logistics Berhad ("ALB" or "Company") and our subsidiaries ("ALB Group" or "Group"), we are dedicated in fostering sustainable growth by integrating environmental, social, and governance ("ESG") principles into our business operations. As a company listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities"), we recognise our responsibility to contribute positively to the environment, society, and our stakeholders.

The Sustainability Statement 2025 ("SS2025") has been prepared in accordance with Bursa Securities' Sustainability Reporting Guide (3rd Edition). We remain committed to uphold the highest standards of integrity, environmental stewardship, and social responsibility, ensuring long-term value creation for all stakeholders.

## REPORTING SCOPE AND BOUNDARY

No.	Division	Operating Company
1.	Logistics	Ancom Nylex Terminals Sdn. Bhd. ("ANT")
2.		Pengangkutan Cogent Sdn. Bhd. ("Cogent")

Unless otherwise stated, this SS2025 covers the financial period from 1 June 2024 to 31 May 2025 ("FY2025"). Where relevant, we present three-years performance data (FY2023 - FY2025) for trend analysis.

## LIMITATIONS AND DISCLAIMERS

All data and information disclosed in this SS2025 have been collected from existing management control and official information systems. The Group aims to provide meaningful and accurate disclosures, maintaining the same standards for relevant data from our supply chain.

While we aim for comprehensive data coverage, we acknowledge that there may be gaps in data availability for certain indicators. The Group remains committed to monitor our data tracking and collection mechanisms to address and resolve these issues in future reporting.

Content within the SS2025 may include forward-looking statements, such as targets, plans, operations, and forecasts. These are based on reasonable assumptions from our current business trajectory. However, as the Group is subject to unforeseen risks, readers must exercise their own due diligence when evaluating these statements.

# Sustainability Statement

## STAKEHOLDER ENGAGEMENT

### Board

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

#### Risks:

Governance, decision-making, and leadership effectiveness

#### Opportunities:

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

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Provide comprehensive and timely information for decision-making</li> <li>Ensure effective corporate governance and risk management practices</li> </ul>	Direct Communication	As Needed
		Board Meetings	Quarterly
		Committee Meetings	
		Annual General Meeting ("AGM")	Annually

### Workforce (including Management)

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

#### Risks:

Talent retention, productivity, and labour disputes

#### Opportunities:

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

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>Occupational Safety &amp; Health ("OSH")</li> <li>Labour Practices &amp; Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>Offer competitive benefits and remuneration</li> <li>Provide opportunities for professional development and training</li> <li>Foster a positive work environment</li> <li>Maintain feedback through grievance channels and employee engagement surveys</li> </ul>	Social Events	Regularly
		Internal Communication	
		Training Programmes	
		Employee Commuting Survey	

### Shareholders & Investors

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

#### Risks:

Financial performance and market volatility

#### Opportunities:

Funding, strategic guidance, and increased market credibility

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Provide transparent and regular financial reporting</li> <li>Implement robust corporate governance practices to safeguard investments</li> </ul>	Extraordinary General Meeting	As Needed
		Bursa Announcements	
		Social Events	Regularly
		Meetings	
		Analyst Briefings	
		AGM	Annually
		Annual Report	

## Sustainability Statement

### Government & Regulatory Officials

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

**Risks:**

Regulatory changes and non-compliance penalties

**Opportunities:**

Influence policy development and provide favourable operating conditions

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>OSH</li> <li>Regulatory Compliance</li> <li>Anti-Corruption</li> <li>Climate Change &amp; Green Energy Investment</li> <li>Labour Practices &amp; Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with all relevant laws and regulations</li> <li>Participate in government events and policy development discussions</li> <li>Adopting stringent corporate governance and ethical practices throughout operations</li> </ul>	In Writing	As Needed
		Social Events	Regularly
		Regulatory Meetings	
		Conferences and Seminars	
		Audits and Inspections	

### Customers

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

**Risks:**

Changing preferences and expectations

**Opportunities:**

Present opportunities for growth and innovation through constructive feedback and loyalty

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Chemical Management</li> <li>Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Timely product and service delivery within the expected quality</li> <li>Engage customers for feedback through customer satisfaction surveys</li> <li>Strengthen internal cybersecurity to protect confidential customer data</li> </ul>	In Writing	As Needed
		Social Events	Regularly
		Meetings	

### Bankers & Financial Institutions

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

**Risks:**

Credit availability and financial terms

**Opportunities:**

Favourable financing, strategic advice, and financial stability

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Maintain open and transparent financial communications</li> <li>Meet all financial obligations on time</li> <li>Regularly review and manage financial risks</li> </ul>	Meetings and Financial Briefings	Regularly
		Credit Assessments	
		Quarterly Financial Reports	Quarterly
		Annual Report	Annually

# Sustainability Statement

## Media

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

### Risks:

Negative publicity and misinformation

### Opportunities:

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

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Anti-Corruption</li> <li>Community Engagement &amp; Development</li> </ul>	<ul style="list-style-type: none"> <li>Maintain open lines of communication with media representatives</li> <li>Provide accurate and timely information</li> <li>Engage in proactive media relations to build a positive public image</li> </ul>	Press Releases	As Needed
		Media Briefings	
		Social Media and Company Website	

## Suppliers

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

### Risks:

Supply chain disruptions and quality issues

### Opportunities:

Cost optimisation, innovation, and strong partnerships

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Chemical Management</li> <li>Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Develop long-term, mutually beneficial relationships</li> <li>Provide clear and consistent communication regarding quality expectations</li> <li>Procure from responsible and ethical suppliers</li> </ul>	In Writing	As Needed
		Social Events	Regularly
		Meetings	

## Local Community Members & General Public

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

### Risks:

Social unrest or negative public opinion

### Opportunities:

Provide opportunities for building positive reputation and achieving social license to operate through community engagement and support

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Waste Management &amp; Effluents</li> <li>Community Engagement &amp; Development</li> </ul>	<ul style="list-style-type: none"> <li>Support local community initiatives through Corporate Social Responsibility ("CSR") programmes</li> <li>Engage in regular dialogues to understand their needs and concerns</li> <li>Minimising potential impacts through responsible and sustainable business practices</li> </ul>	Social Events	Regularly
		CSR	

## Sustainability Statement

### Non-Governmental Organisations (“NGOs”) Representatives

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

#### Risks:

Activism and campaigns that can affect ALB’s reputation and operations

#### Opportunities:

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

RELEVANT MATERIAL TOPICS	OUR APPROACH	ENGAGEMENT CHANNEL AND FREQUENCY	
<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Anti-Corruption</li> <li>Waste Management &amp; Effluents</li> <li>Climate Change &amp; Clean Energy Investment</li> <li>Labour Practices &amp; Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate on CSR programmes</li> <li>Participate in periodic meetings and discussions to understand their concerns</li> <li>Share information and reports transparently to build trust</li> </ul>	In Writing	As Needed
		Social Events	Regularly
		CSR	

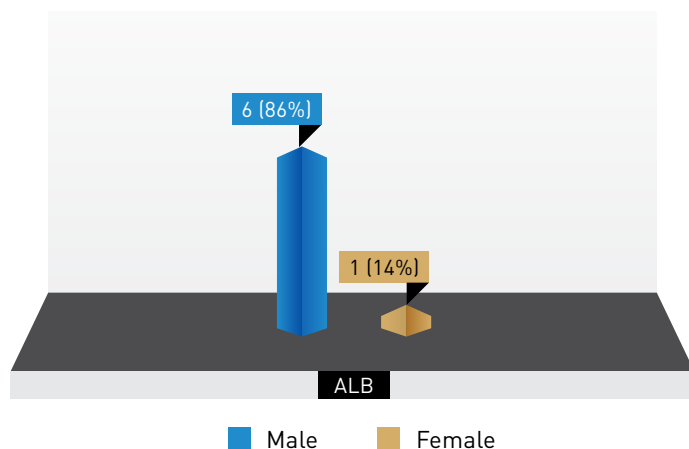
### BOARD COMPOSITION

ALB’s Board is made up of a capable and diverse team of individuals with extensive experience across multiple industries.

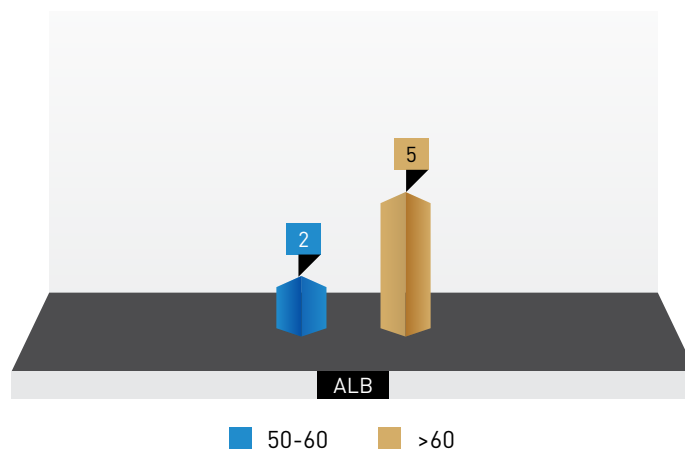
During the FY2025, the ALB Board comprised of seven (7) Directors with one (1) Non-Independent Non-Executive Chairman, one (1) Executive Vice Chairman, one (1) Non-Independent Non-Executive Director, four (4) Independent Non-Executive Directors.

The full profile of ALB’s Board is disclosed in the Board of Directors of this Annual Report.

Board Diversity By Gender



Board Diversity By Age Group



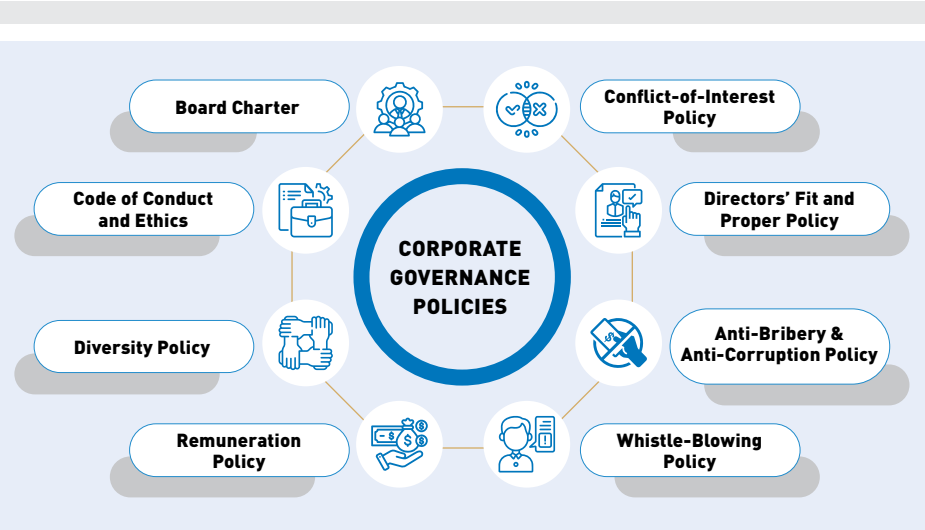
# Sustainability Statement

## CORPORATE GOVERNANCE POLICIES

Strong corporate values are essential for any organisation. At ALB, we ensure that our business practices remain ethical by implementing several robust policies. These policies are applied Group-wide, fostering a shared commitment among all our subsidiaries to the value ALB places on good corporate behaviour. At the same time, relevant policies are also extended to our suppliers and business partners, promoting integrity throughout the supply chain.

More information on these and other Group Policies can be found on our website at: [https://www.ancomlogistics.com.my/corporate\\_governance.php](https://www.ancomlogistics.com.my/corporate_governance.php).

The following are some of the main policies that the Group has implemented:



## ANTI-CORRUPTION

ALB is committed to conduct our business with fairness, honesty, and transparency. As such, we maintain a strict zero-tolerance policy against any form of bribery or corruption in all interactions involving the Group. Our Anti-Bribery and Anti-Corruption ("ABAC") Policy clearly prohibits all employees, including the management and Board of Directors, from accepting or giving any gifts or personal favours that could be misconstrued as bribery. Any suspected violations of this rule will be reported to the Chief Integrity Officer ("CIO") for further investigation. This would be followed by disciplinary actions or even termination.

The ABAC Policy is not limited to our immediate workforce but also extends to our supply chain and business partners. This ensures that the Group remains free from any corruption risks throughout our operations.

In FY2025, there were no confirmed incidents of corruption or any significant fine or non-monetary sanction for non-compliance with laws and/or regulations against the Group's or any of its Directors and employees.

Anti-Corruption Training	FY2025
Board	7
Management	15
Non-Management	50
Total training attendees	72

STRENGTHENING ETHICAL CULTURE: ANTI-CORRUPTION TRAINING

ALB rolled out Group-wide anti-corruption training to reinforce integrity and ethical conduct. The training included interactive sessions and quizzes designed to engage employees and test their understanding of bribery risks and ethical decision-making. These efforts empower our people to act with integrity and support our ongoing commitment to a transparent and corruption-free workplace.

As at FY2025, 50% of employees in the Logistics division have completed ABAC training. Going forward, we aim for full coverage by implementing mandatory onboarding and annual refresher modules for all Logistics employees.

## Sustainability Statement

### CODE OF ETHICS AND WHISTLE-BLOWING

Aside from addressing corruption, ALB also emphasises the importance of ethical business conduct through the Group's comprehensive Code of Conduct and Ethics. This document, along with the Employee Handbook, is made available to all employees, including new hires, to ensure they understand the Group's expectations for professional behaviour in the workplace.

To further promote a culture of accountability, the Group has put in place a grievance channel and Whistle-Blowing Policy to allow for anonymous reports of any policy breaches. This includes instances of corruption, fraud, harassment, or other improper workplace conduct.

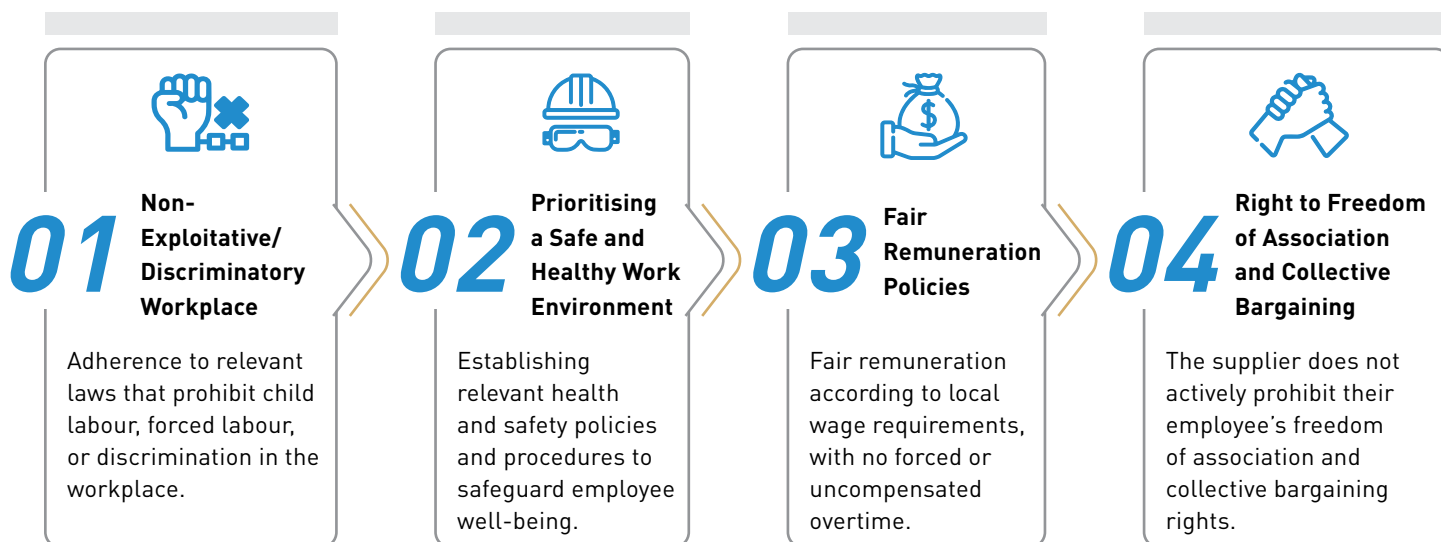
These whistle-blowing reports can be made via the Group's Whistle-Blowing Form on ALB's website. Such reports are directly channelled to the CIO and Chairman of the Audit Committee. Upon receiving a report, the CIO conducts an investigation to resolve the issue. Throughout the process, the Integrity Unit will keep the Chairman of the Audit Committee informed of the investigation's progress. Once an outcome is reached, it shall be reported to the Board for deliberation on further actions to be taken. If necessary, the relevant authorities may be involved during this stage. Depending on legal limitations, the whistle-blower will be kept informed of the outcomes as well.

In FY2025, no such reports were received by the Integrity Unit.

### SUPPLY CHAIN MANAGEMENT

ALB's commitment to sustainability extends beyond our internal operations to include our supply chain, as well as ensuring that all goods and services we procure adhere to the highest standards. To achieve this, the Group adopts a responsible supply chain approach by extending key policies, such as the ABAC Policy, to our suppliers. At the same time, ALB incorporates our Code of Conduct and Ethics into all contracts and agreements with third-party suppliers, contractors, and business partners. This is a crucial step in establishing an Ethical and Environmental Code of Conduct for suppliers that ensure our good corporate governance practices are spread throughout all aspects of our business, including the supply chain.

Apart from ethical governance, we have also begun looking into the environmental and social impacts of our supply chain, particularly in terms of labour and human rights. All members of our supply chain are expected to fully comply with the Malaysian Employment Act (Amendment) 2022 and other relevant national and international labour laws. ALB's expectations of our suppliers on this matter, in line with our supplier's Ethical and Environmental Code of Conduct, including:



Ethical sourcing is integral to our governance and risk management. Accordingly, ALB has adopted the Group-wide Supply Chain Policy as its central framework, setting clear ESG expectations for suppliers and vendors and aligning procurement with responsible business conduct.

# Sustainability Statement

## DATA PRIVACY AND CYBERSECURITY

ALB is committed to ensure the privacy and security of confidential data, including the personal data of our customers, workforce, suppliers, and business partners. This commitment is upheld through the Group's comprehensive policy, which details our practices during the collection and use of data in line with the Personal Data Protection Act ("PDPA") 2010. Under this policy, all data collection is conducted with the explicit consent of data owners and used exclusively for internal purposes only. ALB does not disclose this data to any third party except as required by law enforcement authorities.

To safeguard confidential data, ALB employs the latest security measures and protocols. Additionally, all personnel undergo regular training to prevent information security breaches, ensuring they remain up to date with the best practices. The Group also conducts routine internal audits of our control procedures, providing an additional layer of security by continuously monitoring the effectiveness of our internal control systems.

Thanks to these robust data security measures, ALB experienced zero cases of data breaches or leaks in FY2025.

## ECONOMIC

As a commercial entity, economic performance is a key indicator of ALB's success and our ability to continue operating. However, we recognise that focusing only on generating financial value is not conducive in building a sustainable business. True value creation occurs when both financial and non-financial considerations are integrated into our business ventures and operations.

These two aspects are deeply interlinked. The various ESG and sustainability initiatives the Group has undertaken over the years would not be possible without financial capital. Greater fiscal returns enable us to distribute more wealth to our stakeholders and support additional sustainability and community-based initiatives. In turn, these initiatives drive improvements and innovation within the Group, ultimately leading to enhanced economic value creation.

## ENVIRONMENTAL

At ALB, we recognise that preserving and nurturing Earth's resources is fundamental to our environmental stewardship. We acknowledge that our operations consume natural resources, including energy, water, and raw materials, and produce emissions, waste products, and pollutants. As a responsible corporate entity, we deem these impacts to be material to our business and stakeholders.

Each of our business segments is encouraged to set ambitious targets for operational efficiency, including energy and water usage, as well as their corresponding outputs: greenhouse gas ("GHG") emissions, waste, and wastewater. By maintaining an efficient operational system, we not only reduce our environmental footprint but also achieve significant cost savings.

### ENERGY MANAGEMENT

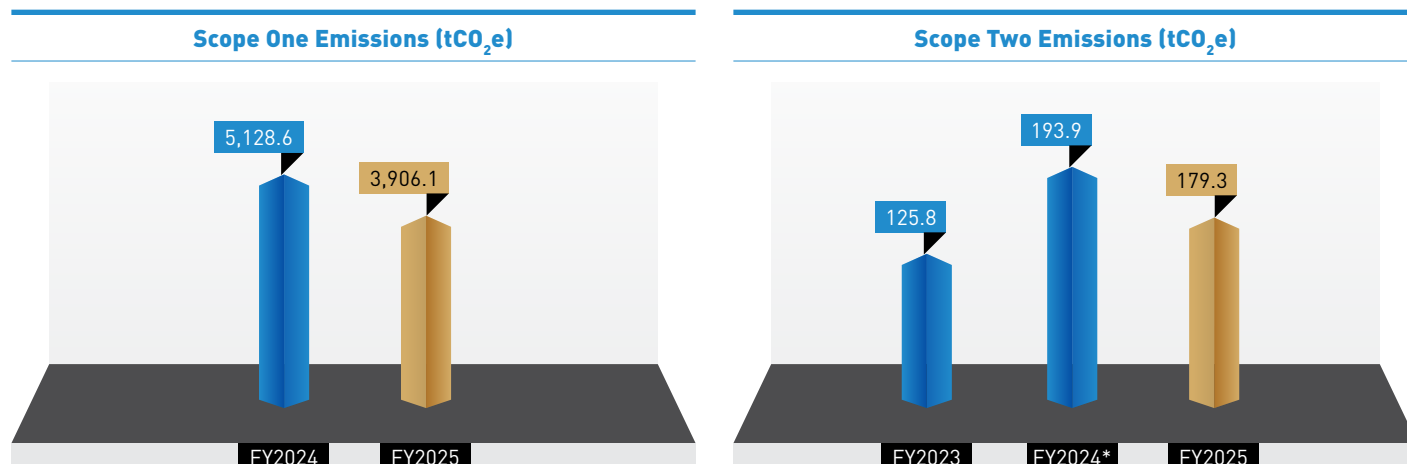
The Group is dedicated to optimise energy consumption and boost efficiency. In our logistics operations, we are implementing route optimisation technologies to reduce fuel usage and shorten delivery times, contributing to both cost savings and lower carbon emissions. We are also exploring partnerships with suppliers who prioritise sustainable practices, ensuring that our entire logistics chain aligns with our commitment to environmental responsibility.



## Sustainability Statement

### Carbon Emissions

ALB continues to manage and measure its carbon emissions as part of its Carbon Management Plan, which is integral to our broader climate change management strategy. We use the internationally recognised GHG Protocol established by the World Business Council for Sustainable Development ("WBCSD") and the World Research Institute ("WRI") for our emissions accounting.



Note:

Electricity emission factors sourced from UNFCCC (Malaysia), RUPTL.

\* FY2024 data restated following an updated baseline study.

Scope 1 emissions declined to 3,906.1 tCO<sub>2</sub>e in FY2025 from 5,128.6 tCO<sub>2</sub>e in FY2024 (-23.8% YoY). The reduction reflects ongoing fleet renewal to Euro-5-compliant trucks, wider adoption of anti-idling practices, preventive maintenance and route optimisation, and the use of B10 biodiesel (diesel data includes conventional diesel and B10), all of which lowered fuel consumption across logistics operations.

Scope 2 emissions, which are derived from purchased electricity, recorded a decrease to 179.3 tCO<sub>2</sub>e in FY2025 compared to 193.9 tCO<sub>2</sub>e in FY2024 (-7.5% YoY). The calculation is based on electricity emission factors sourced from the UNFCCC (Malaysia) and RUPTL, ensuring consistency with internationally recognised reporting standards under the GHG Protocol.

The year-on-year reduction reflects variations in electricity consumption patterns during the financial year, and ALB continues to monitor these emissions as part of its Carbon Management Plan and broader climate change management strategy.

Scope Three Emissions (tCO <sub>2</sub> e)			
Financial Year ("FY")	CATEGORY 6 (BUSINESS TRAVEL)		TOTAL
	CAR	FLIGHT	
2024	1.14	0.10	1.24
2025	0.37	1.37	1.74

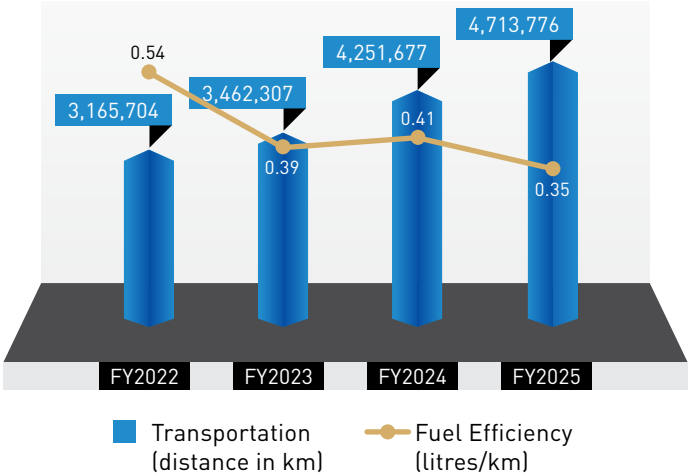
Scope 3 emissions from business travel amounted to 1.74 tCO<sub>2</sub>e in FY2025, comprising 0.37 tCO<sub>2</sub>e from car travel and 1.37 tCO<sub>2</sub>e from flights undertaken by the Logistics Division. Although relatively small compared to Scope 1 and Scope 2, these emissions are included in alignment with the GHG Protocol Corporate Value Chain (Scope 3) Standard, reflecting ALB's commitment to account for material indirect impacts across its value chain.

# Sustainability Statement

## Greener Roads Ahead

Meanwhile, our transportation arm, Cogent, has been steadily modernising its vehicle fleet. By replacing older trucks with Euro 5-compliant, fuel-efficient models, the division has achieved notable reductions in diesel intensity. Over the past four financial years, diesel consumption per kilometre travelled dropped from 0.54 L/km in FY2022 to 0.35 L/km in FY2025, a 35% improvement in fuel efficiency. A higher distance and lower fuel consumption value indicates higher fuel efficiency.

Year	Fuel Efficiency (L/km)
FY2022	0.54
FY2023	0.39
FY2024	0.41
FY2025	0.35



This transition reflects ALB’s broader pledge to support Malaysia’s low-carbon mobility vision and to lead by example in minimising environmental impacts across all aspects of the supply chain. Together, these achievements and forward actions reinforce ALB’s dedication to building an energy-conscious future, one that balances productivity with sustainability, innovation with responsibility, and progress with planetary care.

## PENGANGKUTAN COGENT FLEET MODERNISATION FOR LOW-CARBON MOBILITY



To support Malaysia’s sustainable transport goals, Cogent, our logistics arm, has undertaken a strategic upgrade of its fleet. By replacing older vehicles with Euro 5-compliant, energy-efficient trucks, Cogent has achieved a 35% reduction in diesel consumption per kilometre over four years.

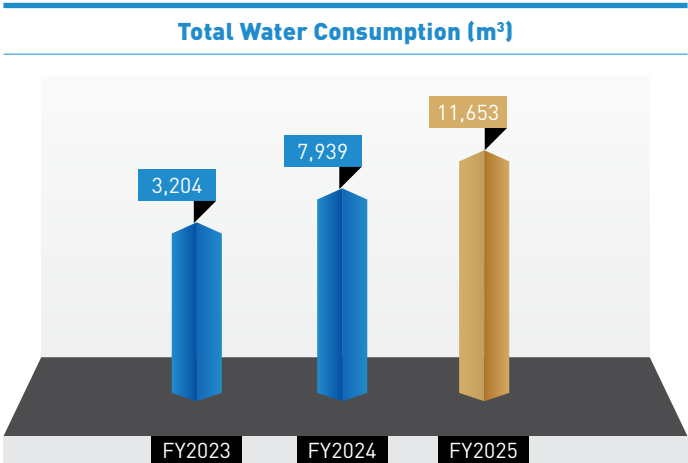
This proactive shift not only reduces fuel costs and emissions, but also sets a strong example for sustainable logistics within our value chain.

## WATER MANAGEMENT

ALB treats water stewardship as an operational priority. Although we do not operate in water-stressed regions, we recognise that climate change heightens the need to use water efficiently across our sites (primarily for drinking, cleaning, and washrooms). Controls are in place to minimise and monitor consumption and, where practicable, to promote reuse.

Total water consumption increased year-on-year from 7,939 m³ in FY2024 to 11,653 m³ to FY2025. The higher usage was mainly attributable to project-related activities, such as tank expansion and commissioning works at ANT, which temporarily raised demand. This increase is considered transitional, and efficiency measures remain in place as operations normalise.

From FY2025 onwards, ALB will use this level as the baseline for forward tracking, reporting both absolute consumption and intensity metrics to enhance comparability over time.



## Sustainability Statement

### SOCIAL

#### HUMAN AND LABOUR RIGHTS

At ALB, we are deeply committed to upholding and promoting human and labour rights across all our operations. Our approach is guided by internationally recognised standards and our own ethical principles.

We adhere to all applicable employment and human rights regulations in the countries where we operate. Our human rights practices are summarised in our Code of Conduct and Ethics, which also extends to our suppliers, ensuring high standards throughout our supply chain. As part of our risk assessment procedure, we regularly review the labour standards of existing and potential businesses and supply chain partners.

Our Human Rights Standards, Policies, Principles, and Commitment Statement encompasses several key areas:

01

##### Health, Safety, and Well-being:

We prioritise workplace safety and provide healthcare programs for employees and their families.

02

##### Non-discrimination:

We promote inclusiveness and treat people fairly, without distinction based on race, gender, sexual orientation, religion, nationality, age, disability, or other defining factors.

03

##### No Harassment and Violence:

We do not tolerate any form of physical, verbal, sexual, or psychological harassment, bullying, abuse, or threats.

04

##### Child Protection:

We follow the International Labour Organisation ("ILO") definition of minimum age for employment and adhere to the Children's Rights and Business Principles.

05

##### Freedom of Association:

We respect employees' right to be legally represented by a labour union without fear of retaliation.

06

##### Rights of Indigenous People:

All our operations, local and international, must not violate the human rights of indigenous people.

07

##### No Forced Labour:

We ensure all employees work freely, are familiar with their terms and conditions, and receive regular and timely salaries as agreed.

08

##### Fair Pay and Remuneration:

We commit to paying above the minimum living wage and uphold the principle of 'equal pay for equal work'.

09

##### Rest and Leisure:

We recognise the right to rest and leisure, complying with local laws on working hours, overtime, and adequate rest periods.

## Sustainability Statement

**WE COMMIT TO THE ANTI-SEXUAL HARASSMENT POLICY, REINFORCING OUR COMMITMENT TO PROVIDING A WORKPLACE FREE FROM ANY FORM OF SEXUAL HARASSMENT. THIS POLICY ALIGNS WITH THE ANTI-SEXUAL HARASSMENT ACT 2022, PASSED BY THE DEWAN NEGARA ON 11 AUGUST 2022.**

To ensure transparency and accountability, we have established robust whistle-blowing and grievance procedures. These mechanisms allow employees and other stakeholders to report any violations of our human rights policies or labour standards without fear of retaliation. All reports are treated confidentially and investigated thoroughly.

As we move forward, we remain committed to continuously improving our human rights practices, regularly assessing our performance, and addressing any gaps or challenges that may arise.

### EMPLOYEE MANAGEMENT

ALB holds a deep respect for the fundamental dignity and human rights of all individuals in our business operations. Our practices are carefully aligned with renowned international standards, including The International Bill of Human Rights, The Universal Declaration of Human Rights, The ILO Declaration on Fundamental Principles and Rights at Work, and The UN Guiding Principles on Business and Human Rights. As we move into FY2025, we are committed to continually reviewing and updating our policies and practices to ensure they remain at the forefront of human rights protection in the workplace.

### HIRING & ATTRITION

Our approach to hiring and retention is guided by our comprehensive Diversity Policy. The Diversity Policy emphasises equal opportunity for all, regardless of age, ethnicity, or gender. We recognise that a diverse workforce offers greater depth and breadth of perspectives, knowledge, and experiences, which contributes to our competitive advantage.

Our Diversity Policy sets out a framework aimed at:

#### Equal Opportunity

A fair workplace culture that prioritises merit and levels the playing field.

#### Workforce Quality

Harnessing multiple viewpoints, backgrounds, and skill sets to improve overall capability

#### Inclusive Culture

Promoting awareness of rights and responsibilities while fostering a sense of belonging.

How our Diversity Policy shapes hiring and development:

#### Inclusive Recruitment

Vacancies, including Senior Management roles, are filled from diverse sources, such as recruiters, public advertisements, professional bodies, and internal recommendations.

#### Fair Succession Planning

Regularly reviewed and updated to ensure all candidates are given equal consideration.

#### Talent Development

Skilling initiatives such as workplace development, mentoring, and targeted training to expand the pool of capable candidates.

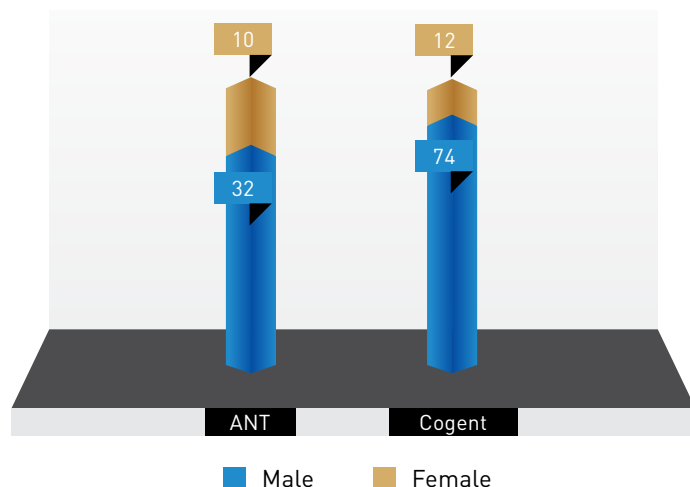
While we strive for diversity, the foremost considerations in selecting candidates remain knowledge, character, experience, integrity, competence, and the ability to carry out responsibilities effectively.

Employee Turnover	FY2024	FY2025
Total Turnover	11	8
Turnover Rate	8.8%	6.3%
<b>Turnover by Gender:</b>		
Male	11	1
Female	0	7
<b>Turnover by Employee Category:</b>		
Management	1	1
Non-Management	10	7

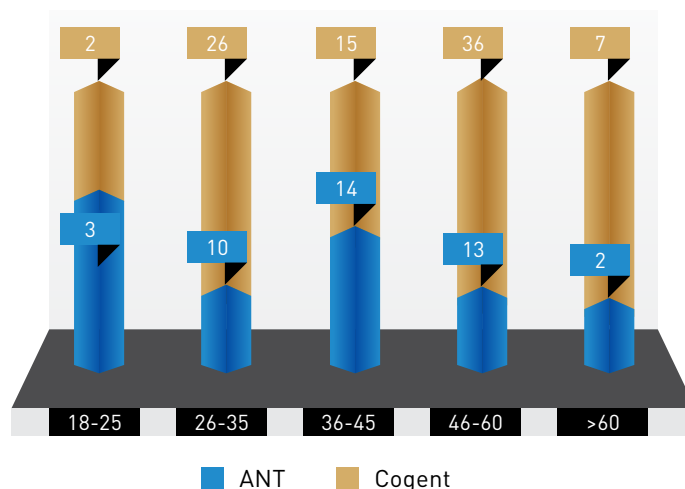
# Sustainability Statement

## DIVERSITY & INCLUSION

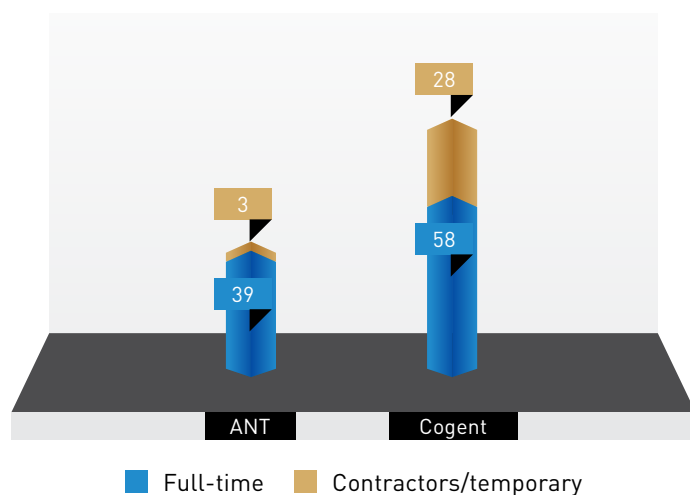
**Divisional Employee Breakdown by Gender in FY2025  
(no. of people)**



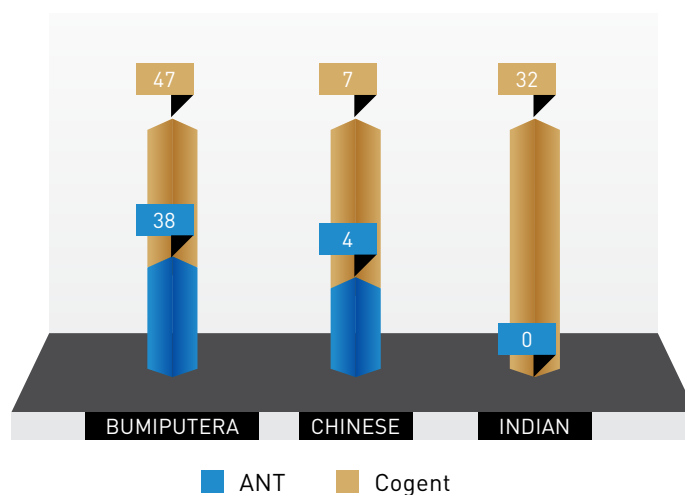
**Divisional Employee Breakdown by Employment Category in  
FY2025 (no. of people)**



**Divisional Employee Breakdown by Employment Category in  
FY2025 (no. of people)**



**Divisional Employee Breakdown by Nationality Category  
in FY2025 (no. of people)**

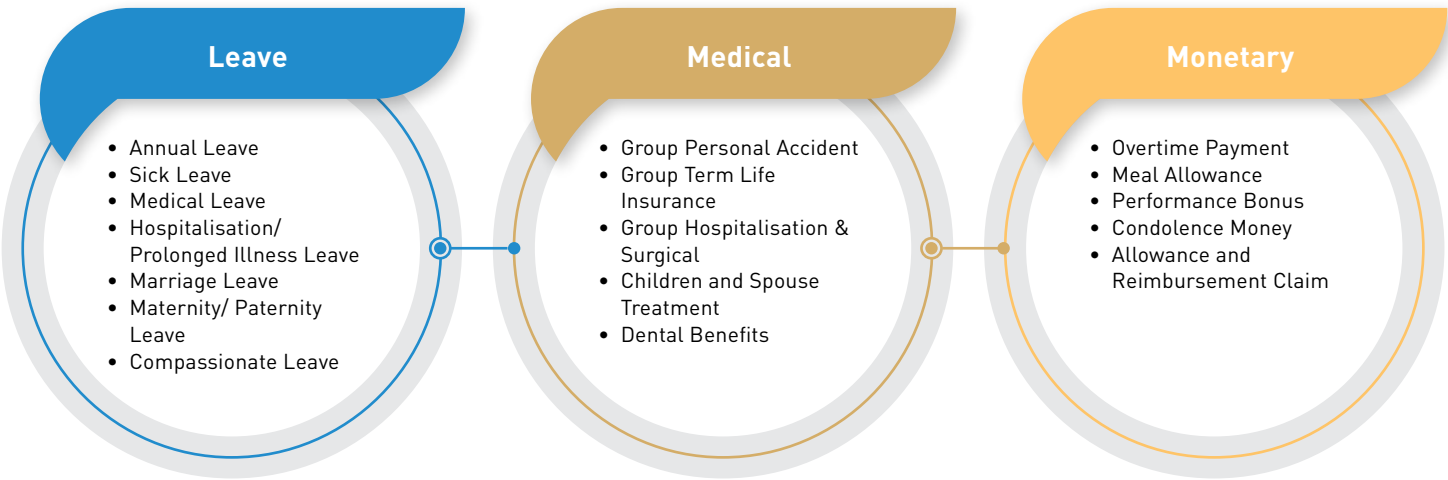


# Sustainability Statement

## EMPLOYEE BENEFITS & ENGAGEMENT

ALB offers fair and competitive remuneration to all employees, enabling us to attract and retain essential talent that drives the Group’s productivity. Our remuneration package includes both financial and non-financial compensation, such as salaries and other benefits benchmarked against current market standards. In addition to their basic salaries, employees who perform well are also rewarded with performance bonuses and salary increments to incentivise them to achieve their full potential.

Other benefits provided by the Group include:



## TRAINING AND CAREER DEVELOPMENT

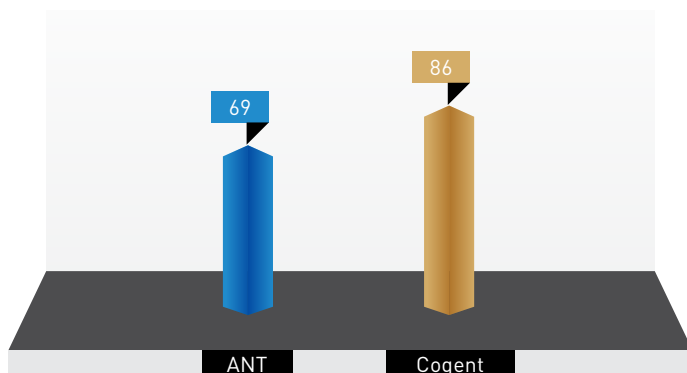
The professional growth and development of our employees are important to the Group’s success. We understand that their continuous learning is a vital investment in sustaining ALB’s competitive advantage. Empowering the workforce with the right skills and knowledge not only enhances their performance but also drives the overall productivity and success of our organisation.

As such, the Group are committed to fostering an environment where continuous training and development are prioritised. This support begins during day one itself, with a comprehensive onboarding programme that ensures all new employees have the tools and knowledge to succeed in their roles. Throughout their careers, employees have access to a wide range of professional, technical, and developmental training opportunities tailored to the specific needs and nature of work within the Group.

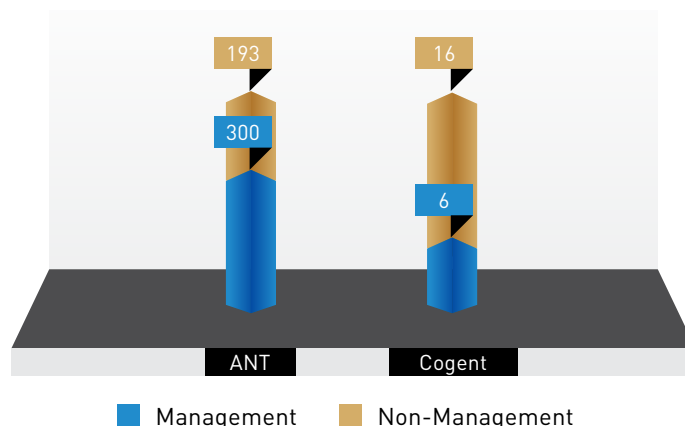
In FY2025, we continued expanding our training offerings, including programmes on emergency response and first aid, sales training, technical skill building, and more. These initiatives are designed to equip our employees with the necessary skills and expertise to perform at their best, ensuring both their personal growth and the sustained performance of the Group.

## Sustainability Statement

### Number of Employees Trained in FY2025



### Number of Training Hours in FY2025



Total Training Hours	FY2025
<b>Total Training Hours:</b>	<b>515</b>
Management	<b>306</b>
Non-Management	<b>209</b>

Some of the training programmes conducted by the Group in FY2025 include:

- 3M Hearing Protection Training
- Authorised Entrant & Standby Person for Confined Space (AESP)
- Authorised Entrant & Standby Person for Confined Space – Refresher (AESPR)
- Authorised Gas Tester & Entry Supervisor for Confined Space (AGTES)
- Basic Practical Welding – SMAW/MMA
- Oil Spill Response Training (OSRT) – Supervisor Level
- Safety Handling of Liquid Nitrogen
- Defensive driver training

Given the Group's increased focus on ESG, we have also conducted several talks and training sessions on the topic. These include:

### LEADERSHIP ENGAGEMENT ON ESG TRENDS AND STRATEGIC INTEGRATION



The Group brought together its key leadership team to explore emerging ESG trends, upcoming regulatory changes, and forward-looking strategies to embed sustainability into core business practices. The session encouraged strategic dialogue and reinforced the importance of ESG integration at the leadership level, ensuring alignment with evolving stakeholder expectations and industry standards.



# Sustainability Statement

## OCCUPATIONAL SAFETY & HEALTH

### OSH GOVERNANCE & MANAGEMENT

ALB’s health and safety practices extend to their contractors, visitors, or any other stakeholders on their premises. To maintain a safe workplace for everyone on site, the Group ensures that all operating practices comply with the relevant regulatory requirements. These include the Occupational Safety and Health Act (“OSHA”) 1994 and any other applicable laws and legislation that the Group adheres to.

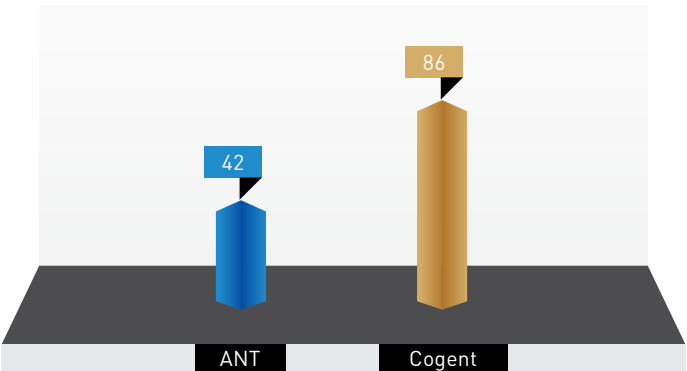
In terms of governance, the Board of Directors and Senior Management of ALB take a proactive role in driving top-down oversight of all OSH initiatives. They are not only responsible for assessing and managing OSH-related risks but also for developing and implementing OSH initiatives and reviewing the effectiveness of these programmes. At the same time, they ensure that the Group remain compliant with the relevant laws and regulations of the various countries in which we operate.



Pictures above: ANT team in action during a safety training session.

### OSH PERFORMANCE

#### Total Employees Trained on OSH



Demonstrating our commitment to safe operations, ALB recorded zero fatalities and zero lost-time injuries across the FY2025 reporting boundary (four operating companies), resulting in a Lost-Time Injury Rate (LTIR) of 0.00.\*

\*  $LTIR = (number\ of\ LTI\ cases \div total\ hours\ worked) \times 200,000;$  reported for the FY2025 boundary.

### COMMUNITY DEVELOPMENT

ALB recognises the importance of contributing to the communities in which we operate and aligns our approach with the Group’s ESG framework. During FY2025, community engagement was channelled through Group-led ESG initiatives, with employees participating in activities such as beach clean-ups and mangrove tree planting coordinated centrally to ensure alignment with Group priorities, approvals, and safety oversight. We will continue to support these initiatives and evaluate additional opportunities that are governance-compliant and relevant to our operations.



# Corporate Governance Overview Statement

## INTRODUCTION

The Board of Directors ("Board") is pleased to present an overview outlining the extent to which Ancom Logistics Berhad ("Company") has applied and complied with the relevant principles, practices and recommendations as set out in the Malaysian Code on Corporate Governance 2021 ("CG Code") issued by the Securities Commission.

This Corporate Governance Overview Statement ("CG Overview Statement") aims to provide an overview to the shareholders and investors the Corporate Governance practices of the Company during the financial year ended 31 May 2025 ("FY2025") based on the following three principles as set out in the CG Code:

### PRINCIPLE A:

#### Board Leadership and Effectiveness

### PRINCIPLE B:

#### Effective Audit and Risk Management

### PRINCIPLE C:

#### Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

This Statement is prepared in compliance with the ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"). It should be read alongside the Company's Corporate Governance Report ("CG Report") for FY2025, available on the Company's website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my).

### PRINCIPLE A:

## BOARD LEADERSHIP AND EFFECTIVENESS

### Clear Functions of the Board and Management

The Board has overall responsibility for the proper conduct of the Group as it strives to achieve its business objectives and goals by providing clear and effective entrepreneurial leadership to the Management. In addition to its stewardship, the Board ensures that Management has in place achievable strategic plans and objectives and the necessary resources to execute these plans as well as the appropriate processes for risk assessment, risk management and internal controls.

There is a distinct and clear demarcation of the functions and roles of the Board and Management.

The Board is responsible for formulating the Group's strategic direction with the Management team. The Board does not involve itself in the day-to-day business operations of the Group, delegating such responsibility to the Executive Vice Chairman ("EVC") and the management team which consists of the Deputy Chief Executive Officer ("DCEO"), the Executive Director - Logistics, the Chief Financial Officer and the General Managers of the respective business units.

## Corporate Governance Overview Statement

### Clear Roles and Responsibilities of the Board

The Board retains full and effective control of and responsibility for the Group. The principal duties and responsibilities of the Board are as follows:

- Formulate and chart the Group's strategic direction, setting out the Group's short and long-term plans and objectives;
- Review and approve the Group's key operational policies, major investments in new businesses/projects and funding decisions;
- Oversee and review the Group's business operations and financial performance;
- Ensure the Group's strategic plan supports long-term value creation encompassing strategies on economic, environmental and social considerations;
- Oversee the development, implementation and review of the succession plan for the Directors and key senior management;
- Understand the principal risks of the Group's business;
- Review/Monitor the risk management framework and the adequacy and integrity of the Group's internal control system and management information system to ensure compliance with the relevant laws, rules, regulations, directives, guidelines and the Group's business objectives;
- Ensure the Company has in place procedures to enable effective communication with stakeholders;
- Ensure the integrity of the Company's and the Group's financial and non-financial reporting; and
- Formulate good governance principles and promote ethical behaviour within the Group.

To assist the Board in carrying out its responsibilities more effectively, the Board has established an Audit Committee ("AC") and a Remuneration & Nomination Committee ("R&NC") to oversee specific areas in the Company's affairs. These Committees are entrusted with the authority to act on behalf of the Board in accordance with their respective Terms of Reference.

Please refer to the Audit Committee Report and Remuneration & Nomination Committee Report in this Annual Report for further details of their activities.

### Board Charter

The Board Charter is available on the Company's website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my). The Board Charter sets out the following:

- Board composition and duties and responsibilities of the Board members;
- Roles of EVC;
- The establishment of Board Committees;
- Processes and procedures for convening Board meetings;
- Board's access to information and advice;
- Re-election of Directors;
- Tenure of Independent Directors; and
- Code of Conduct and Ethics.

### Separation of Roles Between Chairman and EVC

The positions of the Chairman of the Board ("Chairman") and EVC are held by two (2) persons at all times with a clear line of authorities and with separate roles and responsibilities. This ensures independence of function and an effective system of checks and balances and a balance of power and authority such that no one individual has unfettered powers of decision-making.

The Chairman provides oversight and ensures that the Board upholds strong corporate governance and ethical standards. His role includes guiding the Board's overall direction, ensuring its effective functioning, and maintaining high standards of governance, independence, and objectivity.

The EVC has overall responsibility for the day-to-day management of the Group's business and operations. Assisted by the management team, he oversees the Management's implementation of the Group's business plans and strategies as agreed by the Board to achieve the financial goals set by the Board.

## Corporate Governance Overview Statement

### Qualified and Competent Company Secretaries

The Board is supported by two (2) Company Secretaries who are qualified to act as Company Secretaries under Section 235(2) of the Companies Act 2016. Each of the Company Secretaries has more than twenty (20) years of experience in company secretarial practices.

The key responsibilities of the Company Secretaries are as follows:

- Formulate the Company's Constitution and Board policies and procedures;
- Administrate 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;
- Update and apprise the Board of new regulations issued by the relevant authorities including corporate governance practices;
- Prepare and organise Board, Committee and shareholder meetings;
- File the various documents/returns and maintain statutory records in accordance with requirements of the law;
- Facilitate the orientation of new Directors, and assist in Director training and development; and
- Assist in the application of governance practices to meet the Board's needs and stakeholders' expectations.

The Company Secretaries work closely with the Chairman and the EVC to ensure timely and appropriate information flow within the Board and to the Committees and Management. They are also the focal points for stakeholder communication.

### Promoting Strategic Sustainability

The Board practises good corporate governance in the application of sustainability practices throughout the Group, the benefits of which are believed to translate into better corporate performance and value creation for shareholders.

The Group continued to carry out activities which demonstrate its commitment to creating better environmental, social and governance outcomes in line with its sustainability agenda during the financial year ended 31 May 2025. These activities are reported in the Sustainability Statement in this Annual Report.

### Access to Information and Independent Advice

All Directors have unrestricted access to Group information, and freely interact with Management if there is a need for further information, updates or explanation on any aspect of the Group's operations or business. These interactions take place during the quarterly Board meetings or as and when deemed necessary. There is no restriction on the number of meetings between the Directors and Management. All Directors have unrestricted access to the service and advice of the Company Secretaries. The Directors may obtain independent professional advice on specific matters relevant to the furtherance of their duty when necessary, at the Company's expense and without the need for specific approval of the EVC.

Prior to Board/Committee meetings, the Directors are provided with an agenda on matters to be discussed together with the meeting papers which contain minutes of meetings, operational and financial performance reports, details of corporate proposals, the Quarterly Interim Financial Reports or the Annual Audited Financial Statements, reports of the Board/Committees, Internal Audit Reports and other matters.

Members of senior management are invited to attend Board/Committee meetings to provide insight and to furnish clarification on issues that may be raised by the Directors. Whenever required, professional advisers appointed by the Company are invited to attend the Board/Committee meetings to provide the Board/Committees with explanations or clarification to facilitate informed decision-making.

## Corporate Governance Overview Statement

### Code of Conduct and Ethical Behaviour

The Group takes a strong stance against the use of corrupt practices in relation to its activities and promotes a culture of integrity within the organisation by ensuring there are adequate policies and procedures which are implemented appropriately in line with the principles under the Guidelines for Adequate Procedures Pursuant to Subsection (5) of Section 17A under the Malaysian Anti-Corruption Commission Act 2009. Hence, all its Directors, managers and employees are expected to conduct themselves with integrity in carrying out their functions.

The Board, in discharging its oversight role, conducts its business according to professional standards as defined in the Company's policies below:

1. Code of Conduct and Ethics
2. Anti-Bribery and Anti-Corruption Policy
3. Whistle-Blowing Policy

All the above policies are available on the Company's website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my).

### Board Composition and Independence

The Board comprised one (1) Chairman, who is a Non-Independent Non-Executive Director, one (1) EVC, one (1) Non-Independent Non-Executive Director and four (4) Independent Non-Executive Directors, including one (1) woman Director who is an Independent Non-Executive Director.

The Board composition complies with the Listing Requirements which requires at least one-third (1/3) of the Board comprising Independent Non-Executive Directors and at least one (1) woman Director. The Board composition has exceeded the requirements of Practice 4.1 of the CG Code in having at least 50% of the Board comprising Independent Non-Executive Directors. The Board's Independent Non-Executive Directors made up of 57% of the Board members.

### Assessment of Independence

The Board, through the R&NC, assesses the independence of the Independent Directors as detailed in the Remuneration & Nomination Committee Report in this Annual Report.

### Appointment of a Senior Independent Director

The Board has decided to dispense with the appointment of a Senior Independent Non-Executive Director to whom any concerns may be conveyed. The Board operates in an open environment whereby opinions and information are freely exchanged. In this setting, there is no necessity to direct concerns towards a specific Director, as all Board members collectively and individually undertake this responsibility.

## Corporate Governance Overview Statement

### Board Diversity Policy

In selecting its Directors, the Group practices non-discrimination in any form, whether based on age, gender, ethnicity or religion. In addition, the Group believes it is of utmost importance that the Board is composed of the best-qualified individuals who possess the requisite knowledge, experience, independence, foresight and soundness of judgement to ensure the Board functions effectively and is able to discharge its duties in the best interests of the Company and its shareholders.

The Board is supportive of Boardroom gender diversity as recommended by the CG Code, and will take gender into consideration in the nomination and selection of new Directors. However, the appointment of new Directors will be guided by the skills, knowledge, experience and qualifications of the candidates rather than their gender or ethnicity alone.

### Appointment of New Directors

The R&NC conducts a search for appropriate and suitably qualified candidates for appointment to the Board from time to time, as guided by the Board Diversity Policy. Its search is based on recommendations from fellow Board members, shareholders and Management.

The R&NC does not utilise independent sources to identify suitably qualified candidates as the Committee understands the specialised industry the Group operates in and the type of candidates whose background fit its criteria.

No new Director was appointed during the financial year.

### Annual Board and Committee Evaluation

Please refer to the Remuneration & Nomination Committee Report in this Annual Report for more details.

### Directors' Remuneration

Details of the Directors' remuneration received by the Directors of the Company for the financial year ended 31 May 2025 are disclosed in the Remuneration & Nomination Committee Report in this Annual Report.

### Board Time Commitment

All the Directors committed sufficient time to carry out their duties during the financial year. To ensure that the Directors have the time to focus on and fulfil their roles and responsibilities, the Listing Requirements state that they should not hold more than five (5) directorships in public listed companies.

To help the Directors plan their schedules and attend the Board and Committee meetings, at the end of every calendar year, the Company Secretaries draw up a proposed timetable for all Board and Committee meetings, as well as the annual general meeting to be held in the following year.

## Corporate Governance Overview Statement

During the financial year, a total of five (5) Board meetings, five (5) AC meetings and one (1) R&NC meeting were held. The attendance records below indicate the Directors' commitment in carrying out their duties:

Name of Directors	Attendance
<b>Board Meetings:</b>	
Dato' Abdul Latif Bin Abdullah	5/5
Dato' Siew Ka Wei	5/5
Tan Sri Datuk Dr. Ampikaipakan A/L S. Kandiah	5/5
Datuk Mohd Farid Bin Mohd Adnan	4/5
Datuk Lee Cheun Wei	5/5
Dato' Mohammad Medan Bin Abdullah	5/5
Datin Joanne Marie Lopez	5/5
<b>AC Meetings:</b>	
Tan Sri Datuk Dr. Ampikaipakan A/L S. Kandiah	5/5
Datuk Mohd Farid Bin Mohd Adnan	4/5
Datuk Lee Cheun Wei	5/5
Dato' Mohammad Medan Bin Abdullah	5/5
<b>R&amp;NC Meeting:</b>	
Datin Joanne Marie Lopaz	1/1
Datuk Mohd Farid Bin Mohd Adnan	1/1
Dato' Mohammad Medan Bin Abdullah	1/1

All the Directors fulfilled the requirement for attendance of Board meetings during the financial year as prescribed under the Listing Requirements.

All the Directors have attended the Company's annual general meeting ("AGM") on 29 October 2024.

### Directors' Continuous Development

All Directors have completed the Directors' Mandatory Accreditation Programme ("MAP") Part I in relation to a Director's roles, duties and liabilities and MAP Part II in relation to sustainability and the related roles of a Director as prescribed by Bursa Securities.

The Board has assumed the responsibility for determining the training needs of the Directors and filling any gaps identified. The Directors are mindful of the need for continuous training to keep abreast of the relevant changes in laws, regulations and the business environment to discharge their duties and responsibilities effectively. The Company Secretaries also provide updates to the Directors from time to time on the changes to the relevant guidelines as well as statutory and regulatory requirements.

During the financial year, the Directors of the Company attended an in-house training facilitated by a firm of professional trainers on Navigating the New Tech Risk Frontier- Essential Guidelines for Directors.

## Corporate Governance Overview Statement

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

#### Compliance with Applicable Financial Reporting Standards

The Board strives to present true and fair, comprehensive, balanced and meaningful evaluation and assessment of the financial performance, financial position and future prospects of the Group in the Annual Audited Financial Statements and the Quarterly Interim Financial Reports (collectively "Financial Statements") of the Company and of the Group.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy the financial position of the Company and of the Group, ensuring that the Financial Statements are prepared in accordance with the Companies Act 2016, the Malaysian Financial Reporting Standards, the IFRS Accounting Standards, the Listing Requirements and other statutory and regulatory requirements.

Please refer to the Audit Committee Report in this Annual Report for more details.

#### Assessment of Suitability and Independence of External Auditors by the AC

Under its Terms of Reference and External Auditors Assessment Policy, the AC is empowered by the Board to assess the independence and performance of the External Auditors and to review all issues in relation to their appointment, re-appointment, resignation or dismissal.

Please refer to the Audit Committee Report in this Annual Report for more details.

#### Risk Management and Internal Control Framework

The Board acknowledges its responsibility to maintain a sound risk management and internal control system covering not only financial controls but also operational and compliance controls to identify risks in operations and finance, and to design measures to manage those risks. This system is intended to manage, rather than eliminate, the risk of failure to achieve the Group's corporate objectives, as well as to safeguard the Group's assets. The Board, through the AC, seeks regular assurance on the continuity and effectiveness of the internal control system through independent reviews by the Internal Auditors.

Please refer to the Audit Committee Report in this Annual Report for more details.

#### Internal Audit Function

To assist the Board in maintaining a sound system of internal control hence eliminate the risk of failure to achieve the Group's corporate objectives, as well as to safeguard the Group's assets, the Board outsources the Internal Audit function to an independent firm of consultants.

The Internal Auditors conduct regular audits to review the adequacy and effectiveness of the Group's risk management and internal control system in identifying and managing principal risks, ensuring compliance with the law and regulations, and preserving the quality of assets and the integrity of the management information system.

Please refer to the Audit Committee Report in this Annual Report for more details.

## Corporate Governance Overview Statement

### PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

#### Communication with Stakeholders

The Board acknowledges the importance of timely and thorough dissemination of material information about the Group's business to its shareholders and investors to enable informed investment decisions. 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](http://www.ancomlogistics.com.my), and to ensure that such information is managed properly to avoid leakage or improper use. The Board takes reasonable steps to ensure all investors have equal access to material information.

Shareholders and investors are encouraged to submit their queries and concerns to the Company via its website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my) or via email to [companysecretary@ancomnylex.com](mailto:companysecretary@ancomnylex.com). Such queries will be attended by the Company Secretaries, the Board or senior management, as the case may be.

#### Conduct of General Meetings

General meetings remain the principal forum for dialogue between the Company and its shareholders, and a means of communication with the shareholders.

To encourage more shareholder participation at the Company's general meetings, the Company allows any member who is entitled to attend and vote at the general meeting to appoint a proxy to attend and vote for him/her. The proxy may, but need not be, a member of the Company and need not be an advocate, an approved company auditor or a person approved by the Registrar of Companies. The Company's Constitution explicitly allows a proxy to speak at general meetings. Notices of the general meetings and related circulars are sent to the shareholders in accordance with the regulatory and statutory provisions. All notices are advertised in a national English newspaper within the prescribed deadlines.

Minutes of the proceedings at the general meetings are recorded by the Company Secretaries, and made available for inspection by shareholders at the Company's registered office. A summary of key matters discussed at the general meetings is also posted on the Company's website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my).



## Corporate Governance Overview Statement

### Leveraging Information Technology

The Board leverages information technology to facilitate virtual shareholder meetings, enabling participation by remote shareholders and allowing for voting in absentia, thereby enhancing accessibility and convenience.

The Company successfully conducted a fully virtual AGM on 29 October 2024, providing effective engagement and ensuring compliance with regulatory requirements.

For FY2025, the Company plans to hold its AGM as a physical meeting. After careful consideration, the Board has decided not to adopt a hybrid meeting format due to the additional complexity and cost implications associated with such arrangements. The Company remains committed to ensuring that all shareholders continue to receive timely notice and have equitable access to participate, whether in person or through appropriate voting mechanisms.

The Company releases all material information publicly through Bursa Securities' website at [www.bursamalaysia.com](http://www.bursamalaysia.com) and via the Company's website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my).

### Poll Voting

As provided in the Company's Constitution, all shareholder meeting resolutions are decided via poll voting.

### CORPORATE GOVERNANCE REPORT

Please refer to the Company's CG Report, available on the Company's website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my), on the extent of the Company's application and compliance with the CG Code and explanations for any deviations.

# Audit Committee Report

The Board of Directors ("Board") is pleased to present its Audit Committee Report for the financial year ended 31 May 2025.

## TERMS OF REFERENCE

The Audit Committee ("AC") is governed by its Terms of Reference, which are available on the Company's website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my).

## MEMBERS AND MEETINGS

Membership of the AC during the financial year is as follows:

**Tan Sri Datuk Dr. Ampikaipakan A/L S.Kandiah – Chairman**

*(Independent Non-Executive Director)*

**Datuk Mohd Farid Bin Mohd Adnan – Member**

*(Independent Non-Executive Director)*

**Datuk Lee Cheun Wei – Member**

*(Non-Independent Non-Executive Director)*

**Dato' Mohammad Medan Bin Abdullah – Member**

*(Independent Non-Executive Director)*

Datuk Lee Cheun Wei is a member of the Malaysian Institute of Accountants ("MIA"). The composition of the AC during the financial year complied with the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements").

The Chairman of the AC is not the Chairman of the Board to prevent any impairment on objectivity of the Board's review of the AC's findings and recommendations.

A policy which requires a former key audit partner of the Company's External Auditors to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC has been formulated and included in the Terms of Reference of the AC. None of the members of the AC is a key audit partner of the Company's External Auditors.

The AC convened five (5) meetings during the financial year. The attendance records of the members are as follows:

Members	Attendance
Tan Sri Datuk Dr. Ampikaipakan A/L S. Kandiah	5/5
Datuk Mohd Farid Bin Mohd Adnan	4/5
Datuk Lee Cheun Wei	5/5
Dato' Mohammad Medan Bin Abdullah	5/5

## Audit Committee Report

All meetings were held in person, but some members participated virtually. Agendas and relevant meeting papers were distributed electronically to the AC members in advance to ensure effective participation, regardless of location. The meetings were of sufficient length to allow for a comprehensive discussion of the agenda and emerging issues.

The meetings were conducted in an open and constructive manner, encouraging focussed discussions, questioning, and expressions of differing opinions. The Executive Vice Chairman ("EVC"), the Deputy Chief Executive Officer ("DCEO") (after his resignation, the Executive Director - Logistics), the Chief Financial Officer ("CFO") and General Manager of the respective business units, if required, were invited to attend the AC meetings with the Company Secretaries in attendance to record the minutes of the meetings.

The Internal Auditors attended four (4) AC meetings while the External Auditors attended three (3) AC meetings during the financial year.

### SUMMARY OF ACTIVITIES

During the financial year, the AC undertook the following activities in carrying out its duties as set out in its Terms of Reference:

#### Financial Results

The AC reviewed the Quarterly Interim Financial Reports ("Financial Reports") presented by the Management to ensure compliance with the disclosure requirements of the approved Malaysian Financial Reporting Standards ("MFRSs"), the IFRS Accounting Standards ("IFRSs"), the Companies Act 2016, the Listing Requirements and other statutory and regulatory requirements, prior to recommending the Financial Reports to the Board for its consideration and approval, and for subsequent announcement to Bursa Malaysia Securities Berhad ("Bursa Securities"). The AC also sought explanations from Management on the Group's performance from time to time.

In addition, the AC reviewed the Annual Audited Financial Statements ("Financial Statements") presented by Management, in the presence of the External Auditors, to ensure these complied with the disclosure requirements of the MFRSs and IFRSs, the Companies Act 2016, the Listing Requirements and other statutory and regulatory requirements. The AC also sought to resolve contentious issues, if any, prior to recommending the Financial Statements to the Board for its consideration and approval, and for subsequent announcement to Bursa Securities.

In both the above reviews, the CFO assured the AC that the Financial Reports and Financial Statements had been prepared based on the consistent application of generally acceptable accounting policies and standards, that there were no material misstatements, and that the Financial Reports and Financial Statements gave a true and fair view of the financial positions of the Company and of the Group as at the respective reporting dates and of the financial performances and cash flows of the Company and of the Group for the reporting financial periods/year.

## Audit Committee Report

### Internal Audit

The AC undertook the following tasks in relation to the Internal Audit:

- Reviewed and approved the Internal Audit Plan, including the scope of audit, and ensured that all major and/or high-risk activities were covered;
- Reviewed the Risk Assessment Reports and ensured the effective implementation of a risk management system across the Group;
- Reviewed the quarterly Internal Audit Reports, which detailed the observations and recommendations of the Internal Auditors, and the Management's response to these recommendations;
- Reviewed weaknesses noted in the Internal Audit Reports and incidences of non-compliance of the internal control system to assess their possible impact on the effectiveness of the internal control system, the Group's financial results as well as going concern assumptions;
- Reviewed Management's remedial actions to be undertaken in relation to any weakness and/or non-compliance and the follow-up actions undertaken by the Management;
- Reviewed the suitability of the Internal Auditors for re-appointment, taking into consideration their independence, performance, competence and experience; and
- Received from the Internal Auditors written assurance confirming their professional independence to the audit engagement.

### External Audit

The AC carried out the following tasks in relation to the External Audit:

- Reviewed the External Audit Plan, scope and nature of the statutory audit of the Company's and of the Group's Financial Statements prior to the audit;
- Reviewed the External Audit Reports and results of the External Auditors' examination of the Company's and of the Group's Financial Statements;
- Reviewed the External Auditors' recommendations on internal control weaknesses noted and Management's response to these recommendations;
- Reviewed and discussed with the External Auditors the impact of new and proposed changes in the financial reporting standards and other new developments in financial reporting;
- Reviewed the suitability of the External Auditors for re-appointment, taking into consideration their independence, performance, competence and experience, provision of non-audit services and audit fees; and
- Received from the External Auditors written assurance confirming their professional independence to the audit engagement.

### Risk Management

The AC reviewed the Group's Risk Management Framework and Risk Register as well as ongoing identification, evaluation and management of the significant risks affecting the Group, as reported in the Statement on Risk Management and Internal Control in this Annual Report.

## Audit Committee Report

### Internal Audit Function

The AC recognises the importance of the Internal Audit function and the need for it to be independent of Management in order to carry out its functions effectively. The Group's Internal Audit function was outsourced to Sterling Business Alignment Consulting Sdn. Bhd., an independent firm of consultants.

The Internal Audit function assists the Board to review the adequacy and effectiveness of the Group's internal control system in identifying and managing principal risks, ensuring compliance with the law and regulations, preserving the quality of its assets and the integrity of its information management, thus determining future requirements for the internal control system.

The Internal Audit Review concentrated on areas of concern where the AC needed assurance that the Group's Internal Control system was adequate and effective, and was in line with the Internal Audit Plan approved by the AC. The review covered key functional areas and business activities of major subsidiaries of the Group, placing emphasis on best practices and management assurance encompassing all business risks, particularly:

- The effectiveness and efficiency of operations;
- Reliability of reporting;
- Compliance with applicable laws and regulations; and
- Safeguarding of assets.

The Internal Audit approach broadly involved inquiry, analysis and review of the Internal Audit areas.

The Internal Auditors conducted four (4) reviews during the financial year, and presented their quarterly Internal Audit Reports to the AC at its meetings for review and discussion with Management. The quarterly Internal Audit Reports highlighted the Internal Auditors' review and findings on the Group's compliance with established internal policies and procedures, their assessment of the magnitude of potential financial effects arising from weaknesses noted, as well as the Internal Auditors' recommendations on corrective actions to overcome the weaknesses and Management's comments and agreed actions thereon. The Internal Auditors reported their follow-up findings and highlighted any non-actions by Management in subsequent AC meetings.

In all the Internal Audit Reviews during the financial year, the Internal Auditors reported that the internal control systems and processes of the companies audited were generally in place with minimum control issues.

The AC is satisfied with the results of the Internal Audit Reviews during the financial year. None of the weaknesses noted have resulted in any material loss that would require separate disclosure in this Report, as reported by the AC.

The total cost incurred for the Group's Internal Audit function during the financial year was RM35,000 (2024: RM35,000).

### ASSESSMENT OF INDEPENDENCE AND PERFORMANCE

#### External Auditors

Under its Terms of Reference and External Auditors Assessment Policy, the AC is empowered by the Board to assess the independence and performance of the External Auditors and to review all issues in relation to their appointment, re-appointment, resignation or dismissal.

## Audit Committee Report

The assessment of independence 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, including the extent of non-audit services performed by the External Auditors during the financial year that may impact their independence and objectivity. The assessment of performance focuses on the External Auditors' experience, competency, resources of the firm, quality of the staff assigned and the AC's opinion on the quality of the audit works.

During the financial year, the AC carried out an assessment of Messrs BDO PLT, the External Auditors, based on the above criteria and was satisfied with the External Auditors' competency, independence and quality of audit work. The External Auditors have given written assurance to the AC on their compliance with all relevant ethical requirements regarding their professional independence.

The AC has recommended to the Board to re-appoint Messrs BDO PLT as the External Auditors.

The Board concurred with the AC's recommendation and will recommend that the shareholders approve Messrs BDO PLT's reappointment at the forthcoming 59<sup>th</sup> Annual General Meeting of the Company.

### Internal Auditors

The AC also assessed the independence and performance of the Internal Auditors during the financial year.

The assessment of independence focuses on whether there exists any relationship between the Internal Auditors and the Directors or senior management and major shareholders of the Group as well as any conflict of interest arising from such relationships. The assessment of performance focuses on the Internal Auditors' experience, competency and resources as well as the quality of staff assigned and the AC's opinion on the quality of the Internal Audit Reports.

The AC was satisfied with the Internal Auditors' competency, independence and quality of reports. The Internal Auditors have given written assurance to the AC that they have complied with all relevant ethical requirements regarding their professional independence.

The AC has recommended to the Board to continue to engage the Internal Auditors.

The Board concurred with the AC's recommendation.

### Anti-Bribery and Anti-Corruption Management/Whistle-Blowing

There were no reported incidents of corruption or bribery involving the Group and its Directors and employees during the financial year.

The Group has not received any reports in the Whistle-Blowing channel (available on the Company's website) of any wrong-doings or improper conducts involving the Group and its Directors and employees during the financial year.

## Audit Committee Report

### Related Party Transactions and Conflict-Of-Interest

The AC annually reviews procedures for identifying, monitoring, reporting, and reviewing related party transactions ("RPTs"), recurrent RPTs ("RRPTs"), and potential conflict-of-interest ("COI") situations. On a quarterly basis, the AC reviews RPTs that occurred within the Company and the Group during the financial year, including revenue and trading-related RRPTs. It also assessed potential COI situations.

The AC is satisfied that:

- procedures are sufficient to ensure RPTs are conducted at arm's length, on terms no more favourable to related parties than those available to the public, and not detrimental to minority shareholders;
- the Group has adequate procedures for timely and orderly identification, monitoring, tracking, and reporting of RPTs and RRPTs;
- no COI situations arose, persisted, or may have arisen during the year that required resolution, elimination, or mitigation measures; and
- The Directors and Key Senior Management have given declarations to the Company that they are not involved in any COI, actual and potential, during the financial year.

### Reporting to the Board

The AC's Chairman reported formally to the Board on the proceedings of each of the AC meetings and all matters within the AC's duties and responsibilities at the Board's quarterly meetings. Minutes of the AC meetings had also been presented to the Board for notation.

### CONCLUSION

The AC is of the opinion that it has discharged its duties in accordance with its Terms of Reference during the financial year, and that the Group's Risk Management and Internal Control system has been adequate and effective.

Please refer to the Statement on Risk Management and Internal Control in this Annual Report for more details.

# Remuneration & Nomination Committee Report

The Board of Directors ("Board") is pleased to present its Remuneration & Nomination Committee Report for the financial year ended 31 May 2025.

## TERMS OF REFERENCE

The Remuneration & Nomination ("R&N") Committee is governed by its Terms of Reference, which is available on the Company's website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my).

## MEMBERS AND MEETINGS

The membership of the R&N Committee, which comprises of Independent Directors, during the financial year and up to the date of this Report, is as follows:

**Datin Joanne Marie Lopez – Chairman**

*(Independent Non-Executive Director)*

**Datuk Mohd Farid Bin Mohd Adnan – Member**

*(Independent Non-Executive Director)*

**Dato' Mohammad Medan Bin Abdullah – Member**

*(Independent Non-Executive Director)*

The R&N Committee held one (1) meeting during the financial year, which was attended by all its members.

## SUMMARY OF ACTIVITIES

During the financial year ended 31 May 2025, the R&N Committee carried out its duties as set out in its Terms of Reference, and undertook the following activities:

### Assessment of Directors

The R&N Committee has conducted an assessment on all the Board members in accordance with the assessment criteria in the Directors' Fit and Proper Policy, which is available on the Company's website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my). Based on the results of the assessment, the R&N Committee is satisfied that all the Directors fulfilled the criteria as set out in the Directors' Fit and Proper Policy.

Taking into consideration the Board's structure, size, composition and the required mix of expertise and experience which the Directors should bring to the Board, the R&N Committee is satisfied that with each of the Board member's qualifications, skills, knowledge, expertise and experience, time availability, professionalism, integrity and their ability to discharge such responsibilities and functions as expected of them, the current size and composition of the Board are appropriate and well-balanced, with members comprising individuals of high calibre, credibility and with the necessary skills and qualifications to enable the Board to discharge its responsibility effectively.

During the financial year, the R&N Committee did not perform any evaluation on the individual Director's performance. The current assessment framework places emphasis on the overall performance of the Board and its Committees, which allows identification of governance and performance gaps without singling out individual members. This approach supports a more holistic and strategic review.

### Re-Election of Directors

As all the retiring Directors have fulfilled the criteria for appointment as stipulated in the Company's Directors' Fit and Proper Policy, and they have confirmed that there were no incidence of conflict of interests existing between them and the Company, the R&N Committee has recommended to the Board the re-election of Tan Sri Datuk Dr. Ampikaipakan A/L S.Kandiah and Datuk Lee Chuen Wei, who are retiring pursuant to Clause 125 of the Company's Constitution at the Company's forthcoming 59<sup>th</sup> Annual General Meeting ("AGM").



## Remuneration & Nomination Committee Report

### Independence Assessment of the Independent Directors

The R&N Committee assessed the independence of the Independent Directors using the following criteria:

- The Independent Director is neither an employee nor related to any major shareholder/management of the Group and does not participate in the day-to-day operations of the Group;
- The Independent Director has fulfilled the definition of “Independent Directors” in the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (“Listing Requirements”);
- He/She is free from any business or other relationships with the Group which would materially interfere with the exercise of his independent judgement on matters at hand;
- He/She is a person of calibre and credibility, and has the necessary skills and experience to bring independent judgement on issues of strategy, business performance, resources and standards of conduct; and
- He/She is able to provide independent views in the Board’s discussions and has not acted in any way that would compromise his independent judgement.

The Independent Directors have also given declarations to the Board confirming their compliance with the definition of “Independent Directors” in the Listing Requirements.

From the results of the evaluation performed, the R&N Committee is satisfied that the Independent Directors have conducted themselves in a manner that indicates independence, providing the necessary checks and balances in the best interest of the Company and its shareholders.

### Review of the Audit Committee

Pursuant to Paragraph 15.20 of Chapter 15 of the Listing Requirements, the R&N Committee conducted an assessment of the terms of office and performance of the Audit Committee and each of its members and was of the opinion that the Audit Committee and its members have carried out their duties in accordance with their Terms of Reference.

### Remuneration of Directors

The R&N Committee is responsible for recommending the remuneration of the Non-Executive Directors, including the Directors’ fees and benefits as per the Remuneration Policy.

The Remuneration Policy is available on the Company’s website at [www.ancomlogistics.com.my](http://www.ancomlogistics.com.my).

During the financial year, the R&N Committee commissioned an independent professional firm to conduct a Remuneration Benchmarking study for its Non-Executive Directors. Based on the results of the study, the R&N Committee is of the opinion that the fees for the Non-Executive Directors, as indicated below, which are the same as in the previous financial years, are reflective of current market rates for comparable companies listed on the ACE Market of Bursa Malaysia Securities Berhad:

	Annual fee per Director (RM)
Chairman of the Board	60,000
Non-Executive Director of the Board	50,000
Chairman/Member of Audit Committee	15,000
Chairman/Member of R&N Committee	5,000

## Remuneration & Nomination Committee Report

As in the previous financial year, the Non-Executive Directors also received an attendance allowance of RM416.67 for each Board and Committee meetings attended during the financial year.

As in the previous financial year, Dato' Siew Ka Wei, who is the Executive Vice Chairman of the Company and the Executive Vice Chairman of Ancom Nylex Berhad ("ANB"), the holding company, did not receive any remuneration from the Company and its subsidiaries and any meeting allowance for the Board and Committee meetings he attended during the financial year. He is provided with a company car with driver and fuel with a benefit-in-kind value of RM24,600 per annum during the financial year.

As in the previous financial year, Datuk Lee Cheun Wei, who is a Non-Independent Non-Executive Director of the Company and the Managing Director/Group Chief Executive Officer of ANB, also did not receive any remuneration from the Company and its subsidiaries and any meeting allowance for the Board and Committee meetings he attended during the financial year.

None of the Directors received any remuneration from the subsidiaries during the financial year.

Details of remuneration received and receivable by the Directors of the Company for the financial year ended 31 May 2025 are as follows:

Group and Company	Director's fee (RM)	Meeting allowance (RM)	Benefits-in-kind (RM)	Total (RM)
<b>Executive Director</b>				
Dato' Siew Ka Wei	-	-	24,600	24,600
<b>Non-Executive Directors</b>				
Dato' Abdul Latif Bin Abdullah	60,000	2,500	6,600	69,100
Tan Sri Datuk Dr. Ampikaipakan A/L S. Kandiah	65,000	4,583	-	69,583
Datuk Mohd Farid Bin Mohd Adnan	70,000	4,167	-	74,167
Datuk Lee Cheun Wei	-	-	-	-
Dato' Mohammad Medan Bin Abdullah	70,000	5,000	-	75,000
Datin Joanne Marie Lopez	55,000	2,917	-	57,917
<b>Total</b>	<b>320,000</b>	<b>19,167</b>	<b>31,200</b>	<b>370,367</b>

In addition to the above, the Company has taken up a Directors' and Officers' Liability ("D&O") insurance coverage of Directors' defence costs and legal representation expenses incurred should any action be brought against any Director for actions undertaken as a Director of the Company and/or its subsidiaries. Nevertheless, the D&O insurance does not indemnify a Director if he is proven to have acted fraudulently or dishonestly or to have intentionally breached the law.

### CONCLUSION

The R&N Committee is of the opinion that it has discharged its duties in accordance with its Terms of Reference during the financial year.

# Statement on Risk Management and Internal Control

## INTRODUCTION

The Board of Directors (“Board”) is pleased to provide the Statement on Risk Management and Internal Control, which outlines the risk management and internal control systems of the Group, for the financial year ended 31 May 2025. This statement was made pursuant to Paragraph 15.26(b) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and guided by the Malaysian Code on Corporate Governance (updated on 28 April 2021), as well as the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers endorsed by Bursa Securities.

For the purpose of this Statement, the “Group” means the Company and its subsidiaries.

## BOARD RESPONSIBILITY FOR RISK MANAGEMENT AND INTERNAL CONTROL

The Board is responsible for the establishment and maintenance of a sound 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 Internal Audit function of the Group.

The Internal Audit reviews are focused on achieving the following objectives:

- Effective and efficient operations;
- Reliability of reporting;
- Compliance with applicable laws and regulations; and
- Safeguarding of assets.

It is important to note that the Group’s risk management and internal control system is designed to identify, manage and mitigate, rather than to eliminate, risks that may impede the achievement of the Group’s business objectives due to the inherent limitations of any system of internal control. As such, the Group’s risk management and internal control system can only provide reasonable and not absolute assurance against material misstatement of financial information, financial losses or fraud.

## RISK MANAGEMENT

The Board confirms that there is an ongoing process of identifying, assessing and responding to risks that could hinder the Group from achieving its objectives. The process was in place for the financial year under review and up to the date of issuance of this Annual Report.

The process of risk identification involves identifying possible risk exposures arising from changes in the internal and external environment as well as operational conditions. The risk measurement guidelines consist of qualitative measures to determine the financial and non-financial consequences of the different risks based on their likelihood and impact.

As part of the risk management process, a Registry of Risks and a Risk Management Handbook have been adopted. The Registry of Risks identifies principal business risks and is updated according to changes in the risk profile as well as the identities of the risk owners. The Risk Management Handbook summarises the risk management methodology, approach and processes; the roles and responsibilities of the risk owners; and various risk management concepts. It is the responsibility of risk owners to ensure that adequate control systems are implemented to minimise and control risks faced by the Group.

## Statement on Risk Management and Internal Control

Management is empowered with the responsibility to manage the risks and internal controls associated with the Group's operations and to ensure compliance with the applicable laws and regulations. A Risk Management Working Group ("RMWG") is appointed to review, update and report on key risk factors of the main operating subsidiaries at the Audit Committee ("AC") meetings.

In addition, significant issues and controls implemented are discussed at Management meetings and the quarterly AC meetings.

### INTERNAL AUDIT FUNCTION

In efforts to provide an adequate and effective internal control system, the Group appoints an independent consulting firm to review the adequacy and integrity of its system of internal control and perform the role of Internal Auditors. The Internal Auditors report directly to the AC.

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.

### KEY ELEMENTS OF THE GROUP'S RISK MANAGEMENT PROCESS AND INTERNAL CONTROL SYSTEM

The main features of the Group's risk management process and internal control system are summarised as follows:

- *Organisational Structure and Responsibility Levels*

The Group's organisational structure has clearly defined levels of authority and lines of responsibility from operating units up to the Board, to ensure accountability for risk management and internal control activities. There is proper segregation of duties and responsibilities to eliminate the possibility of an employee having total control of a business process.

The Board entrusts the daily running of the business to the Executive Vice Chairman ("EVC"), assisted by the Deputy Chief Executive Officer ("DCEO") (after his resignation, the Executive Director - Logistics), the Chief Financial Officer ("CFO") and the General Managers of the respective business units who are "hands on" in running the business units. Experienced and competent employees have been placed in positions of responsibility to ensure the objectives of the Group's risk management and internal control system are achieved.

- *Risk Management Process*

The Board confirms that there is an ongoing process of identifying, assessing and responding to risks that could hinder the Group from achieving its objectives. The process was in place for the financial year under review and up to the date of issuance of this Annual Report.

The risk management process in the Group is embedded within its business operations and guided by the Group's operational manuals, policies and procedures. The Group's risk management framework encompasses an ongoing process for identifying and assessing key risks affecting the Group's operations and results. Mitigation efforts are then identified and their effectiveness evaluated following which risk owners are assigned to monitor the occurrence of the risks.

## Statement on Risk Management and Internal Control

The following are the types of risk affecting the Group's operations:

- Hazard risks, which include fire and other sources of property damage such as windstorms, theft and other crimes, personal injury, business interruption, disease and disability, and liability claims;
  - External/Market risks due to changes in the external economic environment;
  - Operational risks due to changes in the internal environment arising from daily tactical business activities;
  - Strategic risks due to long-term policies or strategic objectives taken to maintain operational competitiveness;
  - Financial risks which are associated with the effective management and control of the Group's finances and effects of external factors such as availability of credit, foreign exchange rate fluctuations, interest rate movements and other market exposures; and
  - Compliance risks such as Anti-Bribery and Anti-Corruption, ESG, occupational, health & safety, environment, trade regulations, consumer protection, data and intellectual property protection, employment practices and regulatory requirements.
- *AC, Risk Management and Internal Audit*

The AC has been entrusted by the Board to ensure that an effective and adequate risk management and internal control system is in place at all times. A RMWG comprising the CFO and the General Managers of the respective business units has been set up to report on matters relating to risk management to the AC.

The RMWG shall consider any matters relating to the identification, assessment, monitoring and management of risks associated with the Group that it deems to be appropriate. With respect to risk management, the duties of the RMWG include:

- Assessing and monitoring of risks associated with the Group's operations;
- Development and implementation of internal compliance and control systems and procedures to manage risks;
- Assessing and monitoring of the effectiveness of controls instituted;
- Reviews and recommends to the AC in relation to risk management;
- Making recommendations to the AC on compliance by the Group with its risk management strategy;
- Reporting any material changes to the risk profile of the Group to the AC;
- Monitoring and referring to the AC any instances involving material breaches or potential breaches of the Group's risk management strategy;
- Reporting to the AC on the Group's annual reporting responsibilities in relation to matters pertaining to the Group's risk management strategy; and
- Undertaking annual review in accordance with the Group's risk management framework, and making recommendations to the AC in connection with changes required to be made to the Group's risk management strategy.

The AC has the authority to seek any information it requires from any officer or employee of the Group; and such officers or employees are required to respond to the enquiries.

The AC is authorised to seek independent professional advice if necessary. The AC will review its own performance and Terms of References yearly to ensure maximum effectiveness, recommending any changes it considers necessary to the Group.

To assist the AC in discharging its duties and responsibilities relating to the internal control system, the AC outsources the Group's Internal Audit function to Sterling Business Alignment Consulting Sdn. Bhd., an independent firm of consultants.

## Statement on Risk Management and Internal Control

The AC is empowered to ensure that the Internal Audit function reports directly to the AC, that it is independent of the functions it audits and has the authority and resources necessary to carry out its responsibilities.

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.

The AC reviews and assesses the performance of the Internal Audit function on a yearly basis.

- *Reporting and Review*

The EVC holds meetings whenever applicable with the DCEO, Executive Director - Logistics and CFO to discuss and resolve operational, corporate, financial and key management issues. A performance review comparing actual results with the previous year's results and the explanations on significant variances is presented to the Board during the Board meetings.

The Group's Quarterly Interim Financial Reports and Annual Audited Financial Statements are released to Bursa Securities only after being reviewed by the AC and approved by the Board.

- *Group Policies and Procedures*

The Group's Policies and Procedures are a formal guide for the Management and employees to carry out their day-to-day duties. The Group's Policies and Procedures cover the following core areas: authority limits and authorisation mandates, protection and maintenance of assets, human resources management, sales, finance, procurement and operations. The Limits of Authority in the Group's Policies and Procedures delineate authority limits to the appropriate persons to ensure accountability and segregation of duties.

- *Code of Conduct and Ethics*

A Code of Conduct and Ethics sets out the policy stand on the conduct of business and the standards of behaviour/ethical conduct expected of the Group's Directors and employees. The policy sets out sound principles and standards of good practice to be observed by all Directors and employees of the Group.

- *Anti-Bribery & Anti-Corruption Policy*

The Group has an Anti-Bribery & Anti-Corruption Policy that sets out the Group's commitments and requirements regarding ethical business practices and personal conduct. It also outlines the behaviour the Group expects of its Directors and employees as well as what the Group's Directors and employees and business partners can expect from the Group. All the Group's Directors and employees and persons associated with the Group are expected to act in accordance with corporate values and ethics as set out in the Group's Anti-Bribery & Anti-Corruption Policy.

- *Whistle-Blowing Policy*

The Group has a Whistle-Blowing Policy and a whistle-blowing channel at [https://www.ancomlogistics.com.my/whistle\\_form.php](https://www.ancomlogistics.com.my/whistle_form.php) that provides an avenue for any persons, namely, Directors, employees or external parties to report of any improper conduct against any Directors or employees, in a safe and confidential manner. A Director or employee who makes a report of improper conduct in good faith shall not be subject to unfair dismissal, victimisation, demotion, suspension, intimidation or harassment, discrimination, any action causing injury, loss or damage or any other retaliatory actions by the Group.

## Statement on Risk Management and Internal Control

### REVIEW OF THIS STATEMENT

Pursuant to Paragraph 15.23 of the Listing Requirements, the External Auditors have reviewed this Statement in accordance with the Audit and Assurance Practice Guide 3 ("AAPG 3") issued by the Malaysian Institute of Accountants for inclusion in the Annual Report for the financial year ended 31 May 2025. The External Auditors have reported to the Board that nothing has come to their attention that causes them to believe that the Statement on Risk Management and Internal Control has not been prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control - Guidelines for Directors of Listed Issuers, nor are the matters set out in this Statement is factually incorrect.

### CONCLUSION

The Board has received assurance from the EVC and CFO that the Group's risk management and internal control system operated adequately and effectively during the financial year under review and up to the date of issuance of this Annual Report.

The Board is of the view that the Group's risk management and internal control system during the financial year under review and up to the date of issuance of this Annual Report has been satisfactory and has not resulted in any material loss, contingencies or uncertainties that would jeopardise the value of the Group's assets and shareholders' investment. The Board will continue to take measures and maintain an ongoing commitment to strengthen the Group's risk management and internal control system.

# Directors' Responsibilities Statement

In accordance with the Companies Act 2016, the Directors of the Company are responsible for the preparation of audited financial statements for each financial year, which give a true and fair view of the financial position of the Company and its subsidiaries (collectively referred to as the "Group") as at the end of the financial year, as well as their financial performance and cash flows for the financial year then ended.

The Directors are also responsible for ensuring that proper accounting records are maintained by the Company and the Group to enable the preparation of financial statements with reasonable accuracy and without material misstatement, whether due to fraud or error. In addition, the Directors are responsible for safeguarding the assets of the Company and the Group, and for taking reasonable steps to prevent and detect fraud, misappropriation, and other irregularities.

In preparing the audited financial statements for the financial year ended 31 May 2025 ("Audited Financial Statements"), the Directors have:

- adopted and consistently applied appropriate accounting policies;
- made reasonable and prudent judgments and estimates;
- ensured the Audited Financial Statements were prepared on a going concern basis; and
- complied with all applicable approved accounting standards, with any material departures disclosed and explained in the Audited Financial Statements.

The Directors further confirm that the Audited Financial Statements comply with the provisions of the Companies Act 2016, the Malaysian Financial Reporting Standards, the IFRS Accounting Standards, the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, and all other relevant statutory and regulatory requirements.

The Directors have also provided the External Auditors with unrestricted access to all relevant records and information, and have ensured that the External Auditors were given every opportunity to perform necessary reviews, conduct appropriate inquiries, and obtain all explanations required for the purpose of their audit.





# Financial Statements

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# Directors' Report

The Directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 May 2025.

## PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. There have been no significant changes in the nature of the activities of the Company and its subsidiaries during the financial year.

## SUBSIDIARIES

Details of the subsidiaries, all of which are incorporated in Malaysia are as follows:

Name of company	Effective interest in equity %	Principal activities
Synergy Trans-Link Sdn. Bhd.	100	Investment holding
Ancom Nylex Terminals Sdn. Bhd.	51	Build, own, operate, lease and manage chemical tank farm and warehouse
Pengangkutan Cogent Sdn. Bhd.	100	Providing transportation and related services

## RESULTS

	Group RM'000	Company RM'000
Profit/(Loss) for the financial year	707	(738)
Attributable to:		
Owners of the parent	(1,000)	(738)
Non-controlling interests	1,707	-
	707	(738)

## Directors' Report

### DIVIDEND

No dividend has been paid, proposed or declared by the Company since the end of the previous financial year. The Directors do not recommend the payment of any dividend in respect of the current financial year.

### RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

### ISSUE OF SHARES AND DEBENTURES

The Company did not issue any new shares or debentures during the financial year.

### OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued ordinary shares of the Company during the financial year.

### DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

Dato' Abdul Latif Bin Abdullah	(Non-Executive Chairman)
Dato' Siew Ka Wei	(Executive Vice Chairman)
Tan Sri Datuk Dr. Ampikaipakan A/L S.Kandiah	
Datuk Mohd Farid Bin Mohd Adnan	
Datuk Lee Cheun Wei	
Dato' Mohammad Medan Bin Abdullah	
Datin Joanne Marie Lopez	

Subsidiaries of Ancom Logistics Berhad (excluding those Directors listed above)

Sabli bin Sibil

## Directors' Report

### DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in the ordinary shares and warrants of the Company and of its related corporations during the financial year ended 31 May 2025 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

Number of ordinary shares				
Balance as at 1.6.2024	Addition	Sold	Balance as at 31.5.2025	
Shares in the Company				
Direct interest:				
Dato' Siew Ka Wei	6	-	6	
Indirect interest:				
Dato' Siew Ka Wei	160,746,291	-	160,746,291	
Number of ordinary shares				
Balance as at 1.6.2024	Bought	Sold	Balance as at 31.5.2025	
Shares in the holding company, Ancom Nylex Berhad ("ANB")				
Direct interests:				
Dato' Siew Ka Wei	126,584,945	27,965,786	(1,000,000)	153,550,731
Datuk Lee Cheun Wei	81,595,485	25,756,044	-	107,351,529
Indirect interests:				
Dato' Siew Ka Wei	30,223,398	1,352,581	(6,000,000)	25,575,979
Datuk Lee Cheun Wei	14,782,500	11,398,437	-	26,180,937
Number of warrants				
Balance as at 1.6.2024	Bought	Sold/ Converted	Balance as at 31.5.2025	
Warrants in ANB				
Direct interests:				
Dato' Siew Ka Wei	17,927,231	525,300	(18,452,531)	-
Datuk Lee Cheun Wei	17,279,483	-	(17,279,483)	-
Indirect interest:				
Datuk Lee Cheun Wei	3,300,000	3,268,000	(6,568,000)	-

None of the other Directors holding office at the end of the financial year held any interest in ordinary shares and warrants of the Company and of its related corporations during the financial year.

## Directors' Report

### DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received and receivable by the Directors as shown in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest other than the transactions entered into the ordinary course of business with companies in which the Directors of the Company have substantial financial interests as disclosed in Note 21 to the financial statements.

There were no arrangements during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

### DIRECTORS' REMUNERATION

Fees and other benefits of the Directors of the Company who held office are as follows:

	Group and Company	
	2025 RM'000	2024 RM'000
<b>Non-Executive Directors</b>		
- fees	320	320
- other emoluments	19	18
- benefits-in-kind	31	12
	<b>370</b>	350

### INDEMNITY AND INSURANCE FOR OFFICERS, DIRECTORS AND AUDITORS

The Company effected Directors' and officers' liability insurance during the financial year to protect the Directors and officers of the Group and of the Company against potential costs and liabilities arising from claims brought against the Directors and officers. During the financial year, the total amount of insurance premium effected for any Director and officer of the Group and of the Company was RM11,000.

No indemnity was given to or insurance effected for the auditors of the Group and of the Company.

## Directors' Report

### OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

#### (I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
  - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that there are no known bad debts to be written off and that adequate provision had been made for doubtful debts; and
  - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

#### (II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
  - (i) which would necessitate the writing off of bad debts or render the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;
  - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
  - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
  - (i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made; and
  - (ii) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

#### (III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

## Directors' Report

### SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

The Company and its holding company, ANB had entered into a Heads of Agreement ("HOA") with Greenheart Sdn. Bhd. ("GSB"), Choong Wee Keong ("CWK") and How Yoon For ("HYF") for the following:

(GSB, CWK and HYF shall be collectively referred to as "Vendors" and the Company, ANB, and Vendors shall be collectively referred to as "Parties")

- (i) proposed acquisition by the Company of the entire share capital of Green Lagoon Technology Sdn. Bhd. ("GLTSB") from the Vendors for total consideration of RM120,000,000, subject to an independent valuation to be conducted on GLTSB during the due diligence and in return the Company shall issue 1,000,000,000 new ordinary shares in the Company ("ALB Share(s)" or "Share(s)") at an issue price of RM0.12 per Share, that will be listed and tradeable in the ACE Market to the GLTSB shareholders ("Consideration Shares") ("Proposed Acquisition");
- (ii) proposed exemption under subparagraph 4.08(1)(a) of the Rules on Take-overs, Mergers and Compulsory Acquisitions to the Vendors, other shareholders of GLTSB and their person(s) acting in concert (collectively "PAC(s)") under Sections 216(2) and 216(3) of the Capital Markets and Services Act 2007 from the obligation to undertake a mandatory offer for the remaining ALB Shares not already owned by them pursuant to the Proposed Acquisition ("Proposed Exemption");
- (iii) proposed private placement of up to 183,333,334 new Shares (or such other number of new Shares as may be applicable) to ANB for the total sum of up to RM22,000,000.08 (or such other amount corresponding to such number of new ALB Shares to be issued), and to be settled in cash at the issue price of RM0.12 per Share provided that the total percentage of shareholding held by ANB directly and indirectly in the share capital of the Company on completion of the Proposed Acquisition shall not exceed such number of ALB Shares representing 21% of the entire issued and paid-up share capital of the Company ("Proposed Private Placement"); and
- (iv) proposed disposal by the Company of its direct subsidiary (i.e., Synergy Trans-Link Sdn. Bhd. and its subsidiaries, Pengangkutan Cogent Sdn. Bhd. and Ancom Nylex Terminals Sdn. Bhd.) to ANB at an independent valuation to be conducted and agreed by the Company and ANB and upon such terms and conditions to be determined later. The consideration is to be satisfied in cash ("Proposed Disposal").

Subsequently on 21 April 2025, the Company and ANB entered into a Supplemental Agreement to the HOA ("Supplemental Agreement") with the Vendors and GLTSB. Pursuant to the Supplemental Agreement, the Parties have mutually agreed to, amongst others, the following:

- (i) vary the terms of the Proposed Private Placement to up to 83,333,334 new ordinary shares (or such other number of new ordinary shares as may be applicable) to be issued by the Company to ANB for the total sum of up to RM10,000,000.08 (or such other amount corresponding to such number of new ordinary shares to be issued), and to be settled in cash at the issue price of RM0.12 per share, provided that the total percentage of shareholding held by ANB directly and indirectly in the share capital of the Company on completion of the Proposed Acquisition shall not exceed such number of the Company's shares representing 22% of the entire issued and paid-up share capital of the Company;
- (ii) to include a proposed subscription by ANB for 145,685 new ordinary shares in GLTSB ("GLTSB Share(s)") (or such other number of new GLTSB Shares as may be applicable), to be issued and allotted by GLTSB to ANB for the total sum of RM12,000,073.45 ("Subscription Shares") at the issue price of RM82.37 per GLTSB Share; and
- (iii) extend the Term to 31 December 2025.

(The Proposed Acquisition, Proposed Exemption, Proposed Private Placement and Proposed Disposal shall be collectively referred to as "Proposals")

The Proposals have not been completed as at the date of this report.

## Directors' Report

### HOLDING COMPANY

The Directors regard Ancom Nylex Berhad, a company incorporated in Malaysia and listed on the Main Market of Bursa Malaysia Securities Berhad, as the holding company.

### AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

Auditors' remuneration of the Group and of the Company for the financial year ended 31 May 2025 were as follows:

	<b>Group RM'000</b>	<b>Company RM'000</b>
Statutory audit	118	70
Assurance related services	4	4
	122	74

Signed on behalf of the Board in accordance with a resolution of the Directors.

**Dato' Abdul Latif Bin Abdullah**

Director

Kuala Lumpur  
9 September 2025

**Dato' Siew Ka Wei**

Director



## Statement by Directors

In the opinion of the Directors, the financial statements set out on pages 68 to 107 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 May 2025 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

**Dato' Abdul Latif Bin Abdullah**

Director

Kuala Lumpur  
9 September 2025

**Dato' Siew Ka Wei**

Director

## Statutory Declaration

I, Lim Chang Meng (CA 15594), being the officer primarily responsible for the financial management of Ancom Logistics Berhad, do solemnly and sincerely declare that the financial statements set out on pages 68 to 107 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by )  
the abovenamed at Kuala Lumpur this )  
9 September 2025 )

**Lim Chang Meng**  
Chief Financial Officer

Before me:

**Mardhiyyah Abdul Wahab**

Commissioner for Oaths (No. W729)

# Independent Auditors' Report

To the Members of Ancom Logistics Berhad (Incorporated in Malaysia)

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the financial statements of Ancom Logistics Berhad, which comprise the statements of financial position as at 31 May 2025 of the Group and of the Company, and the statements of profit or loss, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 68 to 107.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 May 2025 and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

### Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Independence and Other Ethical Responsibilities*

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### Key Audit Matters of the Group

#### **1. Recoverability of trade receivables**

Gross trade receivables of the Group as at 31 May 2025 were RM5,182,000 as disclosed in Note 8 to the financial statements. The Group has impaired trade receivables of RM403,000 as at 31 May 2025.

We determined this to be a key audit matter because it requires management to exercise significant judgement in determining the probability of default by trade receivables and appropriate forward-looking information to assess the expected credit loss allowances.

# Independent Auditors' Report

To the Members of Ancom Logistics Berhad (Incorporated in Malaysia)

## Key Audit Matters (continued)

### Key Audit Matters of the Group (continued)

#### 1. Recoverability of trade receivables (continued)

##### **Audit Response**

Our audit procedures performed include the following:

- (i) recomputed the probability of default using historical data and forward-looking information adjustment, applied by the Group;
- (ii) recomputed the correlation coefficient between the macroeconomics indicators set by the Group and historical losses to determine the appropriateness of the forward-looking information used by the Group; and
- (iii) inquired of management to assess the rationale underlying the relationship between the forward-looking information and expected credit losses.

### Key Audit Matters of the Group and of the Company

#### 2. Recoverability of deposits

Gross deposits of the Group and of the Company as at 31 May 2025 amounted to RM4,917,000 and RM4,814,000 respectively as disclosed in Note 8 to the financial statements. The Group and the Company made a net reversal of impairment of deposits amounted to RM418,000 which was mainly due to recovery of deposits and fair value adjustment during the financial year.

We determined this to be a key audit matter because it requires management to exercise significant judgement in determining the probability of default, appropriate forward-looking information and significant increase in credit risk to assess the expected credit loss allowances.

##### **Audit response**

Our audit procedures performed include the following:

- (i) recomputed the probability of default using historical data and forward-looking information adjustment, applied by the Group and the Company;
- (ii) assessed the appropriateness of the indicators of significant increase in credit risk applied by management and the resultant basis for classification of exposure into respective stages; and
- (iii) evaluated management's basis for determining recoverable cash flows, where applicable.

## Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

## Independent Auditors' Report

To the Members of Ancom Logistics Berhad (Incorporated in Malaysia)

### Information Other than the Financial Statements and Auditors' Report Thereon (continued)

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRSs, IFRS Accounting Standards, and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

### Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Group and of the Company.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

## Independent Auditors' Report

To the Members of Ancom Logistics Berhad (Incorporated in Malaysia)

### Auditors' Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (continued)

- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

#### BDO PLT

201906000013 (LLP0018825-LCA) & AF 0206  
Chartered Accountants

Kuala Lumpur  
9 September 2025

#### Chok Chau On

03683/08/2026 J  
Chartered Accountant

# Statements of Financial Position

As at 31 May 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	5	38,878	31,230	4	5
Right-of-use assets	6	39,991	4,427	258	325
Investments in subsidiaries	7	-	-	22,474	22,474
Trade and other receivables	8	1,305	3,449	1,305	3,449
		80,174	39,106	24,041	26,253
<b>Current assets</b>					
Trade and other receivables	8	9,092	8,964	2,178	1,045
Current tax assets		616	405	1	4
Other investments	9	712	688	-	-
Cash and bank balances	10	4,628	4,608	14	8
		15,048	14,665	2,193	1,057
<b>TOTAL ASSETS</b>		<b>95,222</b>	<b>53,771</b>	<b>26,234</b>	<b>27,310</b>
<b>EQUITY AND LIABILITIES</b>					
<b>Equity attributable to owners of the parent</b>					
Share capital	11	23,664	23,664	23,664	23,664
Accumulated losses		(15,563)	(14,563)	(8,556)	(7,818)
Merger reserve	12	8,526	8,526	-	-
		16,627	17,627	15,108	15,846
Non-controlling interests	7(c)	8,160	7,825	-	-
<b>TOTAL EQUITY</b>		<b>24,787</b>	<b>25,452</b>	<b>15,108</b>	<b>15,846</b>
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Lease liabilities	6	36,108	1,771	179	236
Deferred tax liabilities	13	2,299	2,259	-	-
Borrowing	14	15,802	11,955	-	-
		54,209	15,985	179	236
<b>Current liabilities</b>					
Lease liabilities	6	2,154	1,715	57	54
Trade and other payables	15	11,672	10,503	10,890	11,174
Borrowing	14	2,400	-	-	-
Current tax liabilities		-	116	-	-
		16,226	12,334	10,947	11,228
<b>TOTAL LIABILITIES</b>		<b>70,435</b>	<b>28,319</b>	<b>11,126</b>	<b>11,464</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>95,222</b>	<b>53,771</b>	<b>26,234</b>	<b>27,310</b>

The accompanying notes form an integral part of the financial statements.

# Statements of Profit or Loss

For the Financial Year Ended 31 May 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Revenue</b>	16	<b>33,382</b>	31,442	<b>2,028</b>	4,655
Cost of sales		<b>(22,993)</b>	(25,292)	-	-
Gross profit		<b>10,389</b>	6,150	<b>2,028</b>	4,655
Other operating income		<b>955</b>	985	<b>1</b>	-
Administrative and other operating expenses		<b>(7,868)</b>	(6,688)	<b>(2,810)</b>	(2,474)
Finance costs	17	<b>(1,871)</b>	(297)	<b>(375)</b>	(302)
Net gains/(losses) on impairment of financial assets		<b>443</b>	(2,006)	<b>418</b>	(1,872)
<b>Profit/(Loss) before tax</b>		<b>2,048</b>	(1,856)	<b>(738)</b>	7
Tax expense	18	<b>(1,341)</b>	(1,086)	-	-
<b>Profit/(Loss) for the financial year</b>		<b>707</b>	(2,942)	<b>(738)</b>	7
(Loss)/Profit attributable to:					
Owners of the parent		<b>(1,000)</b>	(3,741)	<b>(738)</b>	7
Non-controlling interests	7(c)	<b>1,707</b>	799	-	-
		<b>707</b>	(2,942)	<b>(738)</b>	7

	Note	Group	
		2025 Sen	2024 Sen
<b>Basic and diluted:</b>			
Loss per ordinary share	19	<b>(0.21)</b>	(0.79)

The accompanying notes form an integral part of the financial statements.

# Statements of Comprehensive Income

For the Financial Year Ended 31 May 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit/(Loss) for the financial year		<b>707</b>	(2,942)	<b>(738)</b>	7
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income/(loss)		<b>707</b>	(2,942)	<b>(738)</b>	7
Total comprehensive income/(loss) attributable to:					
Owners of the parent		<b>(1,000)</b>	(3,741)	<b>(738)</b>	7
Non-controlling interests	7(c)	<b>1,707</b>	799	-	-
		<b>707</b>	(2,942)	<b>(738)</b>	7

The accompanying notes form an integral part of the financial statements.



# Consolidated Statement of Changes in Equity

For the Financial Year Ended 31 May 2025

Group	Note	Share capital RM'000	Merger reserve RM'000	Accumulated losses RM'000	Total attributable to owners of the parent RM'000	Non-controlling interests RM'000	Total equity RM'000
<b>As at 1 June 2023</b>		23,664	8,526	(10,822)	21,368	7,418	28,786
(Loss)/Profit for the financial year		-	-	(3,741)	(3,741)	799	(2,942)
Other comprehensive income, net of tax		-	-	-	-	-	-
Total comprehensive (loss)/income		-	-	(3,741)	(3,741)	799	(2,942)
<b>Transaction with owners</b>							
Dividend paid to non-controlling interests of a subsidiary	7(d)	-	-	-	-	(392)	(392)
Total transaction with owners		-	-	-	-	(392)	(392)
<b>As at 31 May 2024/1 June 2024</b>		<b>23,664</b>	<b>8,526</b>	<b>(14,563)</b>	<b>17,627</b>	<b>7,825</b>	<b>25,452</b>
(Loss)/Profit for the financial year		-	-	(1,000)	(1,000)	1,707	707
Other comprehensive income, net of tax		-	-	-	-	-	-
Total comprehensive (loss)/income		-	-	(1,000)	(1,000)	1,707	707
<b>Transaction with owners</b>							
Dividend paid to non-controlling interests of a subsidiary	7(d)	-	-	-	-	(1,372)	(1,372)
Total transaction with owners		-	-	-	-	(1,372)	(1,372)
<b>As at 31 May 2025</b>		<b>23,664</b>	<b>8,526</b>	<b>(15,563)</b>	<b>16,627</b>	<b>8,160</b>	<b>24,787</b>

The accompanying notes form an integral part of the financial statements.

# Statement of Changes in Equity

For the Financial Year Ended 31 May 2025

Company	Share capital RM'000	Accumulated losses RM'000	Total equity RM'000
<b>As at 1 June 2023</b>	23,664	(7,825)	15,839
Profit for the financial year	-	7	7
Other comprehensive income, net of tax	-	-	-
Total comprehensive income	-	7	7
<b>As at 31 May 2024/1 June 2024</b>	<b>23,664</b>	<b>(7,818)</b>	<b>15,846</b>
Loss for the financial year	-	(738)	(738)
Other comprehensive income, net of tax	-	-	-
Total comprehensive loss	-	(738)	(738)
<b>As at 31 May 2025</b>	<b>23,664</b>	<b>(8,556)</b>	<b>15,108</b>

The accompanying notes form an integral part of the financial statements.

# Statements of Cash Flows

For the Financial Year Ended 31 May 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit/(Loss) before tax		2,048	(1,856)	(738)	7
Adjustments for:					
Depreciation of property, plant and equipment	5	1,825	4,149	1	12
Depreciation of right-of-use assets	6	1,313	1,241	67	11
Dividend income from a subsidiary		-	-	(2,028)	(4,655)
Fair value gain on other investments		(24)	(22)	-	-
Gain on disposal of property, plant and equipment		(170)	(139)	-	-
Gain on termination of leases		-	(6)	-	-
Gain on modification of leases		(1)	-	-	-
Net (reversal of impairment loss)/impairment loss on:					
- trade receivables	8(g)	(25)	134	-	-
- other receivables and deposits	8(g)	(418)	1,872	(418)	1,872
Interest expense	17	1,871	297	375	302
Interest income		(4)	(5)	-	-
Unrealised loss on foreign exchange		3	14	-	-
Operating profit/(loss) before changes in working capital		6,418	5,679	(2,741)	(2,451)
Working capital changes:					
Trade and other receivables		1,861	(448)	1,429	490
Trade and other payables		(1,026)	1,296	140	(209)
Cash generated from/(used in) operations		7,253	6,527	(1,172)	(2,170)
Tax (paid)/refunded		(1,628)	(1,193)	3	-
Net cash from/(used in) operating activities		5,625	5,334	(1,169)	(2,170)

## Statements of Cash Flows

For the Financial Year Ended 31 May 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Dividend received from a subsidiary		-	-	600	255
Interest received		4	5	-	-
Net (repayments to)/advances from subsidiaries		-	-	(1,179)	2,581
Net advances from/(repayments to) related companies		175	1,321	(137)	1,021
Net advances from/(repayments to) holding company		2,620	(1,330)	2,320	(1,330)
Proceeds from disposal of property, plant and equipment		265	284	-	38
Purchase of property, plant and equipment	5	(9,568)	(16,034)	-	(43)
Purchase of right-of-use assets		-	(37)	-	(37)
Placement of deposits pledged to a licensed bank		(4)	(3)	-	-
Net cash (used in)/from investing activities		(6,508)	(15,794)	1,604	2,485
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Lease payments	6	(3,812)	(2,349)	(67)	(11)
Dividend paid to non-controlling interests of a subsidiary	7(d)	(1,372)	(392)	-	-
Interest paid		(159)	(112)	(362)	(300)
Drawdown of borrowings		6,247	11,955	-	-
Net cash from/(used in) financing activities		904	9,102	(429)	(311)
Net increase/(decrease) in cash and cash equivalents		21	(1,358)	6	4
Effect of exchange rate changes on cash and cash equivalents		(5)	8	-	-
Cash and cash equivalents at beginning of financial year		4,472	5,822	8	4
Cash and cash equivalents at end of financial year	10(d)	4,488	4,472	14	8

## Statements of Cash Flows

For the Financial Year Ended 31 May 2025

### RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Borrowing</b>					
As at 1 June 2024/2023		<b>11,955</b>	-	-	-
Cash flows		<b>6,247</b>	11,955	-	-
As at 31 May 2025/2024	14	<b>18,202</b>	11,955	-	-
<b>Lease liabilities</b>					
As at 1 June 2024/2023		<b>3,486</b>	3,703	<b>290</b>	-
Cash flows		<b>(3,812)</b>	(2,349)	<b>(67)</b>	(11)
Non-cash flows:					
- Additions		<b>2,407</b>	2,072	-	299
- Termination		<b>(3)</b>	(125)	-	-
- Modification		<b>34,472</b>	-	-	-
- Unwinding of interest		<b>1,712</b>	185	<b>13</b>	2
As at 31 May 2025/2024	6	<b>38,262</b>	3,486	<b>236</b>	290

The accompanying notes form an integral part of the financial statements.

# Notes to the Financial Statements

31 May 2025

## 1. CORPORATE INFORMATION

Ancom Logistics Berhad ("ALB" or "the Company") is a public limited liability company, incorporated and domiciled in Malaysia, and listed on the ACE Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at Unit C508, Block C, Kelana Square, Jalan SS 7/26, Kelana Jaya, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

The principal place of business of the Company is located at No. 2A, Jalan 13/2, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

The holding company of the Company is Ancom Nylex Berhad ("ANB"), a company incorporated in Malaysia and listed on the Main Market of Bursa Malaysia Securities Berhad.

The consolidated financial statements for the financial year ended 31 May 2025 comprise the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Company. All financial information presented in RM has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 9 September 2025.

## 2. PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities and the details of the subsidiaries are disclosed in Note 7 to the financial statements. There have been no significant changes in the nature of the activities of the Company and its subsidiaries during the financial year.

## 3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new MFRSs during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 25.1 to the financial statements.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements and on the basis of accounting principles applicable to a going concern.

## Notes to the Financial Statements

31 May 2025

### 4. OPERATING SEGMENTS

The Group is organised into business units based on their services, and has two reportable operating segments as follows:

- (i) The logistics segment is in the business of providing services such as rental and transportation services. It also includes freight forwarding, packing and crafting services.
- (ii) The other segment is involved in investment holding activities.

The Group evaluates performance on the basis of profit or loss from operations before taxation. These policies have been applied consistently throughout the current and previous financial years.

The Group's chief operating decision maker monitors the operating results of its business units separately for the purpose of making decisions on resource allocation and performance assessment.

The inter-segment assets are adjusted against the segment assets to arrive at total assets reported in the consolidated statement of financial position.

The inter-segment liabilities are adjusted against the segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position.

The inter-segment revenue is eliminated on consolidation.

## Notes to the Financial Statements

31 May 2025

### 4. OPERATING SEGMENTS (CONTINUED)

#### (i) Operating segments

	Logistics		Others		Adjustments and eliminations		Total	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Revenue</b>								
External customers	33,382	31,442	-	-	-	-	33,382	31,442
Inter-segment	-	-	2,028	4,655	(2,028)	(4,655)	-	-
Total revenue	33,382	31,442	2,028	4,655	(2,028)	(4,655)	33,382	31,442
<b>Segment profit/(loss) before tax</b>	4,814	2,799	(738)	7	(2,028)	(4,662)	2,048	(1,856)
Interest income	205	193	-	-	(201)	(188)	4	5
Depreciation of property, plant and equipment	(1,824)	(4,137)	(1)	(12)	-	-	(1,825)	(4,149)
Depreciation of right-of-use assets	(1,246)	(1,230)	(67)	(11)	-	-	(1,313)	(1,241)
Interest expense	(1,697)	(183)	(375)	(302)	201	188	(1,871)	(297)
Other material non-cash items:								
- net gains/(losses) on impairment of financial assets	25	(134)	418	(1,872)	-	-	443	(2,006)
- gain on disposal of property, plant and equipment	170	139	-	-	-	-	170	139
<b>Segment assets</b>	95,083	55,129	26,234	27,306	(26,095)	(28,664)	95,222	53,771
Additions to property, plant and equipment	9,568	15,991	-	43	-	-	9,568	16,034
<b>Segment liabilities</b>	62,940	23,093	11,126	11,461	(3,631)	(6,235)	70,435	28,319



## Notes to the Financial Statements

31 May 2025

## 4. OPERATING SEGMENTS (CONTINUED)

## (ii) Geographical segments

In determining the geographical segments of the Group, revenue is based on the geographical location of external customers.

	Revenue	
	2025 RM'000	2024 RM'000
Malaysia	28,227	24,919
Singapore	4,943	6,385
Other Asian countries	212	138
	33,382	31,442

## (iii) Major customer

Included in the Malaysia segment is revenue generated from a related company, Perusahaan Kimia Gemilang Sdn. Bhd. amounted to RM6,831,000 (2024: RM6,650,000).

## 5. PROPERTY, PLANT AND EQUIPMENT

Group	Balance as at 1.6.2024 RM'000	Additions RM'000	Disposals RM'000	Depreciation charge for the financial year RM'000	Balance as at 31.5.2025 RM'000
<b>2025</b>					
<b>Carrying amount</b>					
Freehold land	1,016	-	-	-	1,016
Buildings	1,820	-	-	(137)	1,683
Plant and machinery	5,131	1,062	-	(304)	5,889
Motor vehicles	5,679	51	(95)	(1,282)	4,353
Furniture, fittings and office equipment	336	280	-	(102)	514
Assets under construction	17,248	8,175	-	-	25,423
	31,230	9,568	(95)	(1,825)	38,878

	At 31.5.2025		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Freehold land	1,016	-	1,016
Buildings	4,099	(2,416)	1,683
Plant and machinery	58,335	(52,446)	5,889
Motor vehicles	18,660	(14,307)	4,353
Furniture, fittings and office equipment	3,864	(3,350)	514
Assets under construction	25,423	-	25,423
Renovations	26	(26)	-
	111,423	(72,545)	38,878

## Notes to the Financial Statements

31 May 2025

### 5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group	Balance as at 1.6.2023 RM'000	Additions RM'000	Reclassi- fication* RM'000	Disposals RM'000	Depreciation charge for the financial year RM'000	Balance as at 31.5.2024 RM'000
<b>2024</b>						
<b>Carrying amount</b>						
Freehold land	1,016	-	-	-	-	1,016
Buildings	1,970	-	-	-	(150)	1,820
Plant and machinery	7,199	458	-	-	(2,526)	5,131
Motor vehicles	5,844	542	709	(145)	(1,271)	5,679
Furniture, fittings and office equipment	442	96	-	-	(202)	336
Assets under construction	2,310	14,938	-	-	-	17,248
	18,781	16,034	709	(145)	(4,149)	31,230

	At 31.5.2024		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Freehold land	1,016	-	1,016
Buildings	4,099	(2,279)	1,820
Plant and machinery	57,273	(52,142)	5,131
Motor vehicles	20,416	(14,737)	5,679
Furniture, fittings and office equipment	3,632	(3,296)	336
Assets under construction	17,248	-	17,248
Renovations	26	(26)	-
	103,710	(72,480)	31,230

\* The assets previously acquired under hire purchase arrangements were reclassified from right-of-use assets as the lease liabilities for those assets had been fully settled in the previous financial year.

Company	Balance as at 1.6.2024 RM'000	Depreciation charge for the financial year RM'000	Balance as at 31.5.2025 RM'000
<b>2025</b>			
<b>Carrying amount</b>			
Furniture, fittings and office equipment	5	(1)	4

## Notes to the Financial Statements

31 May 2025

## 5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

## Company

	At 31.5.2025		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Motor vehicles	365	(365)	-
Furniture, fittings and office equipment	5	(1)	4
	370	(366)	4

	Balance as at 1.6.2023 RM'000	Additions RM'000	Disposals RM'000	Depreciation charge for the financial year RM'000	Balance as at 31.5.2024 RM'000
<b>2024</b>					
<b>Carrying amount</b>					
Motor vehicles	12	38	(38)	(12)	-
Furniture, fittings and office equipment	-	5	-	-	5
	12	43	(38)	(12)	5

	At 31.5.2024		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Motor vehicles	365	(365)	-
Furniture, fittings and office equipment	5	-	5
	370	(365)	5

- (a) All items of property, plant and equipment are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the asset. After initial recognition, property, plant and equipment are stated at cost less any accumulated depreciation and any accumulated impairment losses.
- (b) Depreciation is calculated to write down the cost of the assets to their residual values on a straight line basis over their estimated useful lives. The estimated useful lives represent common life expectancies applied in the various business segments of the Group. The principal depreciation periods and annual rates used are as follows:

Buildings	13 - 30 years
Plant and machinery	2.5 - 15%
Motor vehicles	10 - 20%
Furniture, fittings and office equipment	10 - 20%
Renovations	20 - 33%

Freehold land has unlimited useful life and is not depreciated. Assets under construction is not depreciated until such time when the asset is available for use.

## Notes to the Financial Statements

31 May 2025

### 5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

- (c) Chemical tanks categorised under plant and machinery are integral to operations at the leased site and were previously depreciated over the shorter of their useful life or the original lease term.

During the financial year, the Group entered into an agreement to extend the lease term of its leasehold land to 46 years as disclosed in Note 6(c) to the financial statements. As a result of this extension, the Group reassessed the remaining useful lives of both the leasehold land (right-of-use asset) and associated site-specific assets, including chemical tanks situated on the leased land. The change in estimated useful lives resulted in a decrease in depreciation of property, plant and equipment during the financial year of RM2,215,000, leading to a corresponding increase in profit before tax during the financial year.

- (d) Included in the assets under construction of the Group is interest capitalised during the financial year of RM909,000 (2024: RM383,000).

### 6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

#### Right-of-use assets

Group	Balance as at 1.6.2024 RM'000	Additions RM'000	Depreciation charge for the financial year RM'000	Termination RM'000	Modification RM'000	Balance as at 31.5.2025 RM'000
<b>2025</b>						
<b>Carrying amount</b>						
Land	182	-	(745)	-	34,439	33,876
Buildings	41	-	(32)	(3)	34	40
Motor vehicles	4,153	2,407	(511)	-	-	6,049
Plant and machinery	22	-	(18)	-	-	4
Office equipment	29	-	(7)	-	-	22
	4,427	2,407	(1,313)	(3)	34,473	39,991
	Balance as at 1.6.2023 RM'000	Additions RM'000	Depreciation charge for the financial year RM'000	Termination RM'000	Reclassi- fication* RM'000	Balance as at 31.5.2024 RM'000
<b>2024</b>						
<b>Carrying amount</b>						
Land	1,062	-	(777)	(103)	-	182
Buildings	20	67	(39)	(7)	-	41
Motor vehicles	3,368	1,895	(401)	-	(709)	4,153
Plant and machinery	40	-	(18)	-	-	22
Office equipment	12	32	(6)	(9)	-	29
	4,502	1,994	(1,241)	(119)	(709)	4,427

\* The assets previously acquired under hire purchase arrangements were reclassified to property, plant and equipment as the lease liabilities for those assets had been fully settled in the previous financial year.

## Notes to the Financial Statements

31 May 2025

## 6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)

## Right-of-use assets (continued)

## Company

	Balance as at 1.6.2024 RM'000	Depreciation charge for the financial year RM'000	Balance as at 31.5.2025 RM'000
<b>2025</b>			
<b>Carrying amount</b>			
Motor vehicle	325	(67)	258

	Balance as at 1.6.2023 RM'000	Addition RM'000	Depreciation charge for the financial year RM'000	Balance as at 31.5.2024 RM'000
<b>2024</b>				
<b>Carrying amount</b>				
Motor vehicle	-	336	(11)	325

## Lease liabilities

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Balance as at 1 June 2024/2023	3,486	3,703	290	-
Additions	2,407	2,072	-	299
Interest expense	1,712	185	13	2
Lease payments	(3,812)	(2,349)	(67)	(11)
Termination	(3)	(125)	-	-
Modification	34,472	-	-	-
Balance as at 31 May 2025/2024	38,262	3,486	236	290
Represented by:				
Current liabilities	2,154	1,715	57	54
Non-current liabilities	36,108	1,771	179	236
	38,262	3,486	236	290
Lease liabilities owing to financial institutions	3,719	3,076	236	290
Lease liabilities owing to non-financial institutions	34,543	410	-	-
	38,262	3,486	236	290

## Notes to the Financial Statements

31 May 2025

### 6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)

- (a) The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any re-measurement of the lease liabilities.

- (b) The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Land	4 - 46 years
Buildings	2 years
Motor vehicles	3 - 5 years
Plant and machinery	3 years
Office equipment	5 years

- (c) During the financial year, the Group entered into an agreement to extend the lease term of its leasehold land to 46 years. As a result, the Group modified the related right-of-use assets and lease liabilities accordingly.
- (d) The Group and the Company has certain leases of assets with lease term of twelve (12) months or less or low value leases of RM20,000 and below. The Group and the Company apply the "short-term lease" and "lease of low-value assets" exemption for these leases.
- (e) The following are the amounts recognised in profit or loss:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Represented by:				
Depreciation of right-of-use assets (included in cost of sales and administrative expenses)	<b>1,313</b>	1,241	<b>67</b>	11
Interest expense on lease liabilities (included in finance costs)	<b>1,712</b>	185	<b>13</b>	2
Gain on termination of leases (included in other operating income)	-	(6)	-	-
Gain on modification of leases (included in other operating income)	<b>(1)</b>	-	-	-
Expense relating to short- term leases and leases of low-value assets (included in administrative expenses)	<b>11</b>	7	-	-
	<b>3,035</b>	1,427	<b>80</b>	13

## Notes to the Financial Statements

31 May 2025

**6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)**

(f) Total cash outflows of the Group and of the Company are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Included in net cash from/(used in) operating activities:				
Payments relating to short-term leases and leases of low-value assets	<b>11</b>	7	-	-
Included in net cash from/(used in) financing activities:				
Lease payments	<b>3,812</b>	2,349	<b>67</b>	11
	<b>3,823</b>	2,356	<b>67</b>	11

**7. INVESTMENTS IN SUBSIDIARIES**

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Unquoted shares, at cost	<b>22,474</b>	22,474

(a) Investments in subsidiaries are measured at cost. Non-controlling interests are measured at their proportionate share of the net assets of subsidiaries, unless another measurement basis is required by MFRS.

(b) The details of the subsidiaries are as follows:

<b>Name of company</b>	<b>Principal place of business/ Country of incorporation</b>	<b>Effective interest in equity</b>		<b>Principal activities</b>
		<b>2025</b>	<b>2024</b>	
		<b>%</b>	<b>%</b>	
Synergy Trans-Link Sdn. Bhd.	Malaysia	<b>100</b>	100	Investment holding
<b>Subsidiaries of Synergy Trans-Link Sdn. Bhd.</b>				
Ancom Nylex Terminals Sdn. Bhd. ("ANT")	Malaysia	<b>51</b>	51	Build, own, operate, lease and manage chemical tank farm and warehouse
Pengangkutan Cogent Sdn. Bhd.	Malaysia	<b>100</b>	100	Providing transportation and related services

## Notes to the Financial Statements

31 May 2025

### 7. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(c) The subsidiary of the Group that has non-controlling interests ("NCI") are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
NCI percentage of ownership interest and voting interest	<b>49%</b>	49%
Carrying amount of NCI	<b>8,160</b>	7,825
Profit allocated to NCI/Total comprehensive income allocated to NCI	<b>1,707</b>	799

(d) The summarised financial information before intra-group elimination of ANT which has NCI that are material to the Group is as follows:

	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Assets and liabilities</b>		
Non-current assets	<b>65,800</b>	23,032
Current assets	<b>6,071</b>	8,907
Non-current liabilities	<b>(50,911)</b>	(12,907)
Current liabilities	<b>(4,307)</b>	(3,063)
Net assets	<b>16,653</b>	15,969
<b>Results</b>		
Revenue	<b>13,381</b>	11,544
Profit for the financial year	<b>3,484</b>	1,630
Total comprehensive income	<b>3,484</b>	1,630
Cash flows from operating activities	<b>4,668</b>	5,740
Cash flows used in investing activities	<b>(8,964)</b>	(17,486)
Cash flows from financing activities	<b>4,276</b>	10,162
Net decrease in cash and cash equivalents	<b>(20)</b>	(1,584)
Dividend paid to NCI	<b>1,372</b>	392



## Notes to the Financial Statements

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## 8. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Non-current</b>				
<b>Other receivable</b>				
Deposit	2,063	4,958	2,063	4,958
Less: Impairment loss	(758)	(1,509)	(758)	(1,509)
<b>Total non-current receivable</b>	<b>1,305</b>	<b>3,449</b>	<b>1,305</b>	<b>3,449</b>
<b>Current</b>				
<b>Trade receivables</b>				
Third parties	4,383	3,929	-	-
Amounts owing by related companies	799	1,458	-	-
	5,182	5,387	-	-
Less: Impairment loss	(403)	(428)	-	-
	4,779	4,959	-	-
<b>Other receivables</b>				
Amounts owing by related companies	85	685	-	-
Amount owing by a subsidiary	-	-	25	25
Other receivables	130	208	-	1
Deposits	2,854	1,642	2,751	1,543
	3,069	2,535	2,776	1,569
Less: Impairment loss	(869)	(536)	(867)	(534)
	2,200	1,999	1,909	1,035
<b>Total current receivables</b>	<b>6,979</b>	<b>6,958</b>	<b>1,909</b>	<b>1,035</b>
Prepayments	2,113	2,006	269	10
<b>Total current receivables and other assets</b>	<b>9,092</b>	<b>8,964</b>	<b>2,178</b>	<b>1,045</b>
<b>Total non-current and current receivables (financial assets)</b>	<b>8,284</b>	<b>10,407</b>	<b>3,214</b>	<b>4,484</b>

- (a) Total non-current and current receivables are classified as financial assets measured at amortised cost.
- (b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group range from 7 to 60 days (2024: 30 to 60 days) from the date of invoice. They are recognised at their original invoice amounts, which represent their fair values on initial recognition.
- (c) Amounts owing by a subsidiary and related companies in other receivables represent advances and expenses paid on behalf, which are unsecured, interest-free and repayable within next twelve (12) months or upon demand in cash and cash equivalents.

## Notes to the Financial Statements

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### 8. TRADE AND OTHER RECEIVABLES (CONTINUED)

(d) Included in deposits of the Group and of the Company is refundable deposits owing by a third party amounting to RM4,813,000 (2024: RM6,500,000), which the Group and the Company made a net reversal of impairment of deposits amount to RM418,000 during the financial year. In the previous financial year, the Group and the Company had recognised impairment losses of RM1,872,000 on the refundable deposits. The carrying amount of non-current other receivable is reasonable approximation of fair value due to insignificant impact of discounting.

(e) The currency exposure profile of total non-current and current receivables is as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Ringgit Malaysia	7,915	9,914	3,214	4,484
Singapore Dollar	369	493	-	-
	8,284	10,407	3,214	4,484

(f) Recognition and measurement of impairment loss

Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while 12-month expected credit losses are the portion of expected credit losses ("ECL") that result from default events that are possible within the twelve (12) months after the reporting date. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group and the Company are exposed to credit risk.

The Group uses an allowance matrix to measure the expected credit loss of trade receivables based on grouping of customers sharing the same credit risk characteristics and past due days. Expected loss rates are calculated using the roll rate method separately for exposures in different segments based on geographic region.

During this process, the probability of non-payment by the trade receivables is adjusted by forward-looking information on macroeconomic factors, which the Group has identified as inflation rate and unemployment rate and multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised in the statements of profit or loss. On confirmation that the trade receivable would not be collectable, the gross carrying value of the asset would be written off against the associated impairment.

The individual assessment of impairment of trade receivables are separately assessed when it is probable that cash due will not be received in full.

It requires management to exercise significant judgement in determining the probability of default by trade receivables and appropriate forward-looking information.

## Notes to the Financial Statements

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**8. TRADE AND OTHER RECEIVABLES (CONTINUED)**

(f) Recognition and measurement of impairment loss (continued)

Lifetime expected credit loss provision for trade receivables of the Group are as follows:

	<b>Gross carrying amount RM'000</b>	<b>Expected credit loss RM'000</b>	<b>Net carrying amount RM'000</b>
<b>2025</b>			
<b>Collective assessment</b>			
Not past due	<b>4,324</b>	<b>(228)</b>	<b>4,096</b>
Past due			
1 to 30 days	<b>409</b>	<b>(52)</b>	<b>357</b>
31 to 60 days	<b>148</b>	<b>(9)</b>	<b>139</b>
Over 60 days	<b>301</b>	<b>(114)</b>	<b>187</b>
	<b>858</b>	<b>(175)</b>	<b>683</b>
	<b>5,182</b>	<b>(403)</b>	<b>4,779</b>
<b>2024</b>			
<b>Collective assessment</b>			
Not past due	4,247	(169)	4,078
Past due			
1 to 30 days	481	(54)	427
31 to 60 days	311	(63)	248
Over 60 days	348	(142)	206
	1,140	(259)	881
	5,387	(428)	4,959

During the financial year, the Group did not renegotiate the terms of any trade receivables.

Impairment for other receivables and non-trade inter-company balances are recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For balances in which the credit risk has not increased significantly since initial recognition of the financial asset, 12-month expected credit losses along with gross interest income are recognised. For balances in which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. At the end of the reporting period, the Group and the Company assess whether there has been a significant increase in credit risk for financial assets by comparing the risk for default occurring over the expected life with the risk of default since initial recognition. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

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### 8. TRADE AND OTHER RECEIVABLES (CONTINUED)

(f) Recognition and measurement of impairment loss (continued)

The Group and the Company defined significant increase in credit risk as twenty percent (20%) on relative basis and including operating performance of the receivables, payment delays and past due information.

The probability of non-payment by other receivables and non-trade inter-company balances are adjusted by forward-looking information on macroeconomic factors, which the Group and the Company has identified as consumer price index, inflation rate and producer price index and multiplied by the amount of the expected loss arising from default to determine the 12-month or lifetime expected credit loss for other receivables and non-trade inter-company balances.

The carrying amount of the financial asset is reduced through the use of an allowance for impairment loss account and the amount of the impairment loss is recognised in the statements of profit or loss. When a financial asset becomes uncollectible, it is written off against the allowance for impairment loss account.

(g) Movements in impairment allowance are as follows:

	Lifetime ECL	
	Group	
	2025	2024
	RM'000	RM'000
<b>Trade receivables</b>		
As at 1 June 2024/2023	428	294
Reversal during the year	(45)	-
Charge for the financial year	20	134
As at 31 May 2025/2024	403	428

	12-month ECL	Lifetime ECL	Total
	RM'000	RM'000	RM'000
<b>Other receivables and deposits</b>			
<b>Group</b>			
As at 1 June 2024	2	2,043	2,045
Reversal during the year	-	(418)	(418)
As at 31 May 2025	2	1,625	1,627
As at 1 June 2023	173	290	463
Charge for the financial year	-	1,872	1,872
Transferred to lifetime ECL	(171)	171	-
Written off	-	(290)	(290)
As at 31 May 2024	2	2,043	2,045

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### 8. TRADE AND OTHER RECEIVABLES (CONTINUED)

(g) Movements in impairment allowance are as follows: (continued)

	12-month ECL RM'000	Lifetime ECL RM'000	Total RM'000
<b>Other receivables and deposits</b>			
<b>Company</b>			
As at 1 June 2024	-	2,043	2,043
Reversal during the year	-	(418)	(418)
As at 31 May 2025	-	1,625	1,625
As at 1 June 2023	211	250	461
Charge for the financial year	-	1,872	1,872
Transferred to lifetime ECL	(171)	171	-
Written off	(40)	(250)	(290)
As at 31 May 2024	-	2,043	2,043

Credit impaired refers to individually determined receivables who are in significant financial difficulties and have defaulted on payments to be impaired as at the end of the reporting period.

A receivable is considered as default when such customer did not perform their obligation to make payment within the period granted or allowed.

(h) Information on financial risks of trade and other receivables is disclosed in Note 20 to the financial statements.

### 9. OTHER INVESTMENTS

	<b>Group</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>
<b>Current</b>		
Unit trusts	712	688

(a) Unit trusts are classified as fair value through profit or loss and measured at fair value categorised as Level 1 of the fair value hierarchy. Fair value of unit trusts is determined by reference to closing price at the end of the reporting period.

(b) Information on financial risks of other investments is disclosed in Note 20 to the financial statements.

## Notes to the Financial Statements

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### 10. CASH AND BANK BALANCES

Cash and bank balances comprise the following as at the end of each reporting period:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash and bank balances	4,488	4,472	14	8
Deposits with a licensed bank	140	136	-	-
	4,628	4,608	14	8

- (a) Cash and bank balances are classified as financial assets, measured at amortised cost.
- (b) Deposits with a licensed bank of the Group amounting to RM140,000 (2024: RM136,000) have been pledged to a licensed bank for bank guarantee facilities granted to a subsidiary of the Group.
- (c) The currency exposure profile of cash and bank balances is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Ringgit Malaysia	3,175	2,813	14	8
Singapore Dollar	1,453	1,795	-	-
	4,628	4,608	14	8

- (d) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the end of each reporting period:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash and bank balances	4,628	4,608	14	8
Less:				
Deposits pledged with a licensed bank	(140)	(136)	-	-
	4,488	4,472	14	8

- (e) No expected credit losses were recognised arising from the bank balances because the probability of default by these financial institutions were negligible.
- (f) Information on financial risks of cash and bank balances is disclosed in Note 20 to the financial statements.

## Notes to the Financial Statements

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**11. SHARE CAPITAL**

	Group and Company			
	2025		2024	
	Number of shares '000	RM'000	Number of shares '000	RM'000
Issued and fully paid with no par value:				
At beginning/end of the financial year	473,286	23,664	473,286	23,664

The owners of the parent are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.

**12. MERGER RESERVE**

	Group	
	2025 RM'000	2024 RM'000
Merger reserve	8,526	8,526

Merger reserve arose from the acquisition of certain subsidiaries in previous financial years that was accounted for under the pooling of interest method.

**13. DEFERRED TAX LIABILITIES**

(a) The deferred tax liabilities are made up of the following:

	Group	
	2025 RM'000	2024 RM'000
As at 1 June 2024/2023	2,259	2,482
Recognised in profit or loss (Note 18)	40	(223)
As at 31 May 2025/2024	2,299	2,259

## Notes to the Financial Statements

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### 13. DEFERRED TAX LIABILITIES (CONTINUED)

- (b) The components and movements of deferred tax liabilities and assets of the Group during the financial year prior to offsetting are as follows:

#### Deferred tax liabilities of the Group

	Property, plant and equipment	
	2025 RM'000	2024 RM'000
As at 1 June 2024/2023	2,664	2,861
Recognised in profit or loss	105	(197)
As at 31 May 2025/2024	2,769	2,664

#### Deferred tax assets of the Group

	Others	
	2025 RM'000	2024 RM'000
As at 1 June 2024/2023	(405)	(379)
Recognised in profit or loss	(65)	(26)
As at 31 May 2025/2024	(470)	(405)
Net deferred tax at 31 May 2025/2024	2,299	2,259

### 14. BORROWING

	Group	
	2025 RM'000	2024 RM'000
<b>Secured</b>		
<b>Non-current</b>		
Term loan	15,802	11,955
<b>Current</b>		
Term loan	2,400	-
	18,202	11,955

- (a) Borrowing is classified as financial liability measured at amortised cost.
- (b) Term loan of the Group is secured by the corporate guarantee provided by the holding company.
- (c) Borrowing is denominated in Ringgit Malaysia.
- (d) Information on financial risks of borrowing is disclosed in Note 20 to the financial statements.



## Notes to the Financial Statements

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## 15. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Trade payables</b>				
Third parties	1,941	3,003	-	-
Amount owing to a related company	1	5	-	-
	1,942	3,008	-	-
<b>Other payables</b>				
Other payables	454	326	194	66
Accruals	1,636	1,724	185	173
Amount owing to holding company	5,518	2,898	5,158	2,838
Amounts owing to related companies	2,122	2,547	1,748	1,885
Amounts owing to subsidiaries	-	-	3,605	6,212
	9,730	7,495	10,890	11,174
	11,672	10,503	10,890	11,174

- (a) Trade and other payables are classified as financial liabilities measured at amortised cost.
- (b) Trade payables are non-interest bearing and the normal trade credit terms granted to the Group ranges from 30 to 90 days (2024: 30 to 90 days) from date of invoice.
- (c) Amount owing to holding company represents advances and expenses paid on behalf, which is unsecured, interest-free and repayable within next twelve (12) months or upon demand in cash and cash equivalents except for an amount of RM5,158,000 (2024: RM2,838,000), which bears interest of 5.0% (2024: 4.5%) per annum.
- (d) Amounts owing to subsidiaries represent advances and expenses paid on behalf, which are unsecured, interest-free and repayable within next twelve (12) months or upon demand in cash and cash equivalents except for an amount of RM1,852,000 (2024: RM4,451,000), which bears interest of 4.5% (2024: 4.5%) per annum.
- (e) Amounts owing to related companies in other payables represent advances and expenses paid on behalf, which are unsecured, interest-free and repayable within next twelve (12) months or upon demand in cash and cash equivalents.
- (f) The currency exposure profile of trade and other payables is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Ringgit Malaysia	11,645	10,476	10,890	11,174
Singapore Dollar	27	27	-	-
	11,672	10,503	10,890	11,174

- (g) Information on financial risks of trade and other payables is disclosed in Note 20 to the financial statements.

## Notes to the Financial Statements

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### 16. REVENUE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Revenue from contract with customers</b>				
Services rendered, recognised at a point in time	<b>20,834</b>	20,675	-	-
<b>Other revenue</b>				
Rental income	<b>12,548</b>	10,767	-	-
Dividend income	-	-	<b>2,028</b>	4,655
	<b>33,382</b>	31,442	<b>2,028</b>	4,655

(a) Services rendered

Revenue in respect of the rendering of services arose from the logistics segment and is recognised at a point in time when the services have been rendered to the customer.

(b) Rental income

Rental income is accounted for on a straight-line basis over the lease term of an ongoing lease.

(c) Dividend income

Dividend income is recognised when the right to receive payment is established.

### 17. FINANCE COSTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest expense:				
- lease liabilities	<b>1,712</b>	185	<b>13</b>	2
- amount owing to holding company	<b>159</b>	112	<b>159</b>	112
- amount owing to a subsidiary	-	-	<b>203</b>	188
	<b>1,871</b>	297	<b>375</b>	302

## Notes to the Financial Statements

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## 18. TAX EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current income tax	1,452	1,386	-	-
Over provision in prior years	(151)	(77)	-	-
	1,301	1,309	-	-
Deferred tax (Note 13)				
Relating to origination and reversal of temporary differences	30	(355)	-	-
Under provision in prior years	10	132	-	-
	40	(223)	-	-
	1,341	1,086	-	-

The numerical reconciliations between the taxation and the product of accounting profit/(loss) multiplied by the applicable tax rates of the Group and of the Company are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit/(Loss) before tax	2,048	(1,856)	(738)	7
Taxation at statutory tax rate of 24% (2024: 24%)	492	(445)	(177)	2
Tax effects in respect of:				
Expenses not deductible for tax purposes	1,010	1,489	664	1,115
Income not subject to tax	(20)	(13)	(487)	(1,117)
(Over)/Under provision in prior years:				
- income tax	(151)	(77)	-	-
- deferred tax	10	132	-	-
	1,341	1,086	-	-

Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated taxable profit for the fiscal year.

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### 19. LOSS PER ORDINARY SHARE

(a) Basic loss per ordinary share

The basic loss per ordinary share for the financial year has been calculated based on the consolidated loss for the financial year attributable to owners of the parent and the weighted average number of ordinary shares in issue during the financial year.

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
Loss attributable to owners of the parent (RM'000)	<b>(1,000)</b>	(3,741)
Weighted average number of ordinary shares in issue ('000)	<b>473,286</b>	473,286
Basic loss per ordinary share for the financial year (sen)	<b>(0.21)</b>	(0.79)

(b) Diluted loss per ordinary share

The Group has no potential ordinary shares in issue at the end of the reporting period and therefore, diluted loss per ordinary share equals basic loss per ordinary share.

### 20. CAPITAL AND FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

(a) Capital management

The primary objective of the Group's capital management is to ensure that entities of the Group would be able to continue as going concern while it maintains acceptable capital ratios in order to support its business and maximise shareholders value. The overall strategy of the Group remains unchanged from that in the previous financial year.

The Group manages its capital structure and makes adjustments to it in response to changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 May 2025 and 31 May 2024.

The Group monitors capital using a gearing ratio. This ratio is calculated as total debts divided by total equity. Total debts are calculated as total borrowing and lease liabilities owing to financial institutions. Total equity represents equity attributable to the owners of the parent.

	<b>Group</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>
Total debts	<b>21,921</b>	15,031
Total equity attributable to owners of the parent	<b>16,627</b>	17,627
Gearing ratio	<b>1.32</b>	0.85

# Notes to the Financial Statements

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## 20. CAPITAL AND FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

### (a) Capital management (continued)

Pursuant to the requirements of Guidance Note No.3/2006 of the Bursa Malaysia Securities Berhad, the Group is required to maintain a shareholders' equity equal to or not less than twenty-five percent (25%) of the issued and paid-up capital of the Company.

The Company has complied with this requirement during the financial year ended 31 May 2025. The Company is not subject to any other externally imposed capital requirements.

### (b) Financial risk management

The Group's activities expose it to a variety of financial risks, including foreign currency risk, interest rate risk, liquidity and cash flow risk, credit risk and market risk. The Group's overall financial risk management objective is to ensure that the Group creates value for its shareholders. The Group focuses on unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

Financial risk management is carried out through risk reviews, internal control systems and adherence to the Group's financial risk management policies.

It is, and has been throughout the financial year under review, the Group's policy that no trading in financial instruments shall be undertaken.

Management reviews and agrees policies for managing each of these risks and these are summarised below:

#### (i) Foreign currency risk

The Group is exposed to foreign currency risk as a result of its normal trading activities, where the currency denomination differs from the functional currency, Ringgit Malaysia.

The Group also holds cash and bank balances denominated in foreign currency for working capital purposes.

The exposure of the Group to foreign currency risk is monitored on an on-going basis to ensure the net exposure is at an acceptable level.

#### Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity analysis of the Group to a reasonably possible change in the Singapore Dollar ("SGD") exchange rate against the functional currency of the Group, with all other variables held constant.

Profit/(Loss) after tax and equity	Group	
	2025 RM'000	2024 RM'000
SGD/RM - strengthen by 10% (2024: 10%)	136	(172)
- weaken by 10% (2024: 10%)	(136)	172

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### 20. CAPITAL AND FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(b) Financial risk management (continued)

#### (iii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Company's income and operating cash flows are substantially independent of changes in market interest rates. Interest rate exposure arises mainly from borrowing, lease liabilities, deposits with a licensed bank, amount owing to holding company and amount owing to a subsidiary. The Group and the Company does not use derivative financial instruments to hedge this risk.

#### Sensitivity analysis for interest rate risk

The following tables set out the carrying amounts, the effective annual interest rates as at the end of reporting date and the remaining maturities of the Group's and of the Company's financial instruments that are exposed to interest rate risk:

Group	Note	Effective annual interest rates %	Within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
<b>2025</b>						
<b>Fixed rates</b>						
Deposits with a licensed bank	10	2.35 - 2.50	140	-	-	140
Lease liabilities	6	2.56 - 5.90	2,154	2,659	33,449	38,262
Amount owing to holding company	15	5.00	5,158	-	-	5,158
<b>Floating rate</b>						
Borrowing	14	5.81	2,400	11,520	4,282	18,202
<b>2024</b>						
<b>Fixed rates</b>						
Deposits with a licensed bank	10	2.60 - 3.00	136	-	-	136
Lease liabilities	6	2.56 - 5.90	1,715	1,771	-	3,486
Amount owing to holding company	15	4.50	2,838	-	-	2,838
<b>Floating rate</b>						
Borrowing	14	5.86	-	5,041	6,914	11,955

## Notes to the Financial Statements

31 May 2025

**20. CAPITAL AND FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)****(b) Financial risk management (continued)****(iii) Interest rate risk (continued)**

The following tables set out the carrying amounts, the effective annual interest rates as at the end of reporting date and the remaining maturities of the Group's and of the Company's financial instruments that are exposed to interest rate risk: (continued)

Company	Note	Effective annual interest rates %	Within one year RM'000	One to five years RM'000	Total RM'000
<b>2025</b>					
<b>Fixed rates</b>					
Lease liabilities	6	<b>2.56</b>	<b>57</b>	<b>179</b>	<b>236</b>
Amount owing to holding company	15	<b>5.00</b>	<b>5,158</b>	<b>-</b>	<b>5,158</b>
Amount owing to a subsidiary	15	<b>4.50</b>	<b>1,852</b>	<b>-</b>	<b>1,852</b>
<b>2024</b>					
<b>Fixed rates</b>					
Lease liabilities	6	2.56	54	236	290
Amount owing to holding company	15	4.50	2,838	-	2,838
Amount owing to a subsidiary	15	4.50	4,451	-	4,451

Sensitivity analysis for interest rate risk

As at 31 May 2025, if there was a variation in interest rates by 100 basis points with all other variables held constant, the Group's profit/(loss) after tax for the financial year, arising mainly as a result of higher or lower interest expense on variable borrowing, would have been:

	<b>Group</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>
<b>Effects on profit/(loss) after tax and equity</b>		
100 basis point higher	<b>(138)</b>	(91)
100 basis point lower	<b>138</b>	91

The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

**(iii) Liquidity and cash flow risk**

It is the Group's policy to ensure continuity in servicing its cash obligations in the future by way of measuring and forecasting its cash commitments, monitoring and maintaining a level of cash and cash equivalents deemed adequate for the Group's operations.

## Notes to the Financial Statements

31 May 2025

### 20. CAPITAL AND FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

#### (b) Financial risk management (continued)

##### (iii) Liquidity and cash flow risk (continued)

As at 31 May 2025, the current liabilities of the Group and of the Company exceeded their current assets by RM1.2 million and RM8.8 million respectively. The Group and the Company have sufficient cash flows from the business activities and the Group and the Company have been provided with undertakings not to demand repayment by the holding company, subsidiaries and a related company which amounted to RM6.9 million and RM10.5 million respectively unless the Group and the Company have sufficient funds to permit repayments. Therefore, the Directors are confident that the Group and the Company are able to meet their obligations as and when they fall due.

The table below summarises the maturity profile of the Group's and of the Company's liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
<b>2025</b>				
<b>Group</b>				
<b>Financial liabilities</b>				
Trade and other payables	11,672	-	-	11,672
Borrowing	3,394	13,822	4,456	21,672
Lease liabilities	4,336	12,910	85,452	102,698
Total undiscounted financial liabilities	19,402	26,732	89,908	136,042
<b>Company</b>				
<b>Financial liabilities</b>				
Trade and other payables	10,890	-	-	10,890
Lease liabilities	67	191	-	258
Total undiscounted financial liabilities	10,957	191	-	11,148
<b>2024</b>				
<b>Group</b>				
<b>Financial liabilities</b>				
Trade and other payables	10,503	-	-	10,503
Borrowing	703	7,047	8,064	15,814
Lease liabilities	1,854	1,852	-	3,706
Total undiscounted financial liabilities	13,060	8,899	8,064	30,023
<b>Company</b>				
<b>Financial liabilities</b>				
Trade and other payables	11,174	-	-	11,174
Lease liabilities	67	258	-	325
Total undiscounted financial liabilities	11,241	258	-	11,499



## Notes to the Financial Statements

31 May 2025

### 20. CAPITAL AND FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

#### (b) Financial risk management (continued)

##### (iv) Credit risk

Cash deposits and receivables may give rise to credit risk, which requires the loss to be recognised if a counter party failed to perform as contracted. It is the Group's policy to monitor the financial standing of these counter parties on an ongoing basis to ensure that the Group is exposed to minimal credit risk.

##### Exposure to credit risk

At the end of the reporting period, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each of the financial assets recognised in the statements of financial position.

The Group's primary exposure to credit risk arises through its trade receivables details of which are disclosed in Note 8 to the financial statements.

##### Credit risk concentration profile

At the end of the reporting period, the Group and the Company do not have any significant exposure to any individual customer or counter party nor do they have any major concentration of credit risk related to any financial instruments except for a refundable deposit of RM4,813,000 (2024: RM6,500,000) by a third party.

##### (v) Market risk

Market risk is the risk that the fair value or future cash flows of the financial instruments of the Group would fluctuate because of changes in market prices (other than interest or exchange rate).

The Group is exposed to equity price risks arising from investment held by the Group. The instrument is classified as financial asset designated at fair value through profit or loss.

Sensitivity analysis for other investments is not disclosed as it is immaterial to the Group.

### 21. RELATED PARTY DISCLOSURES

#### (a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties could be individuals or other entities.

The Company has controlling related party relationship with its direct and indirect subsidiaries as disclosed in Note 7 to the financial statements.

## Notes to the Financial Statements

31 May 2025

### 21. RELATED PARTY DISCLOSURES (CONTINUED)

- (b) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Holding company:				
Interest paid	<b>159</b>	112	<b>159</b>	112
Related companies:				
Rendering of services	<b>8,144</b>	7,677	-	-
Management services	<b>1,584</b>	1,226	<b>1,144</b>	986
Purchase of services	<b>25</b>	560	-	-
Subsidiaries:				
Interest paid	-	-	<b>203</b>	188
Dividend received	-	-	<b>2,028</b>	4,655

The Directors of the Group and of the Company are of the opinion that the above transactions were carried out based on negotiated terms and conditions and mutually agreed with the related parties.

- (c) Compensation of key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity, directly and indirectly, including any Director (whether executive or otherwise) of the Group and of the Company.

The remuneration of Directors and other key management personnel of the Group and of the Company during the financial year was as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Fees	<b>320</b>	320	<b>320</b>	320
Short-term employee benefits	<b>1,172</b>	1,154	<b>299</b>	377
Defined contribution plan	<b>94</b>	108	<b>32</b>	38
Other emoluments	<b>20</b>	22	<b>19</b>	19
Benefits-in-kind	<b>31</b>	12	<b>31</b>	12
	<b>1,637</b>	1,616	<b>701</b>	766

## Notes to the Financial Statements

31 May 2025

### 22. CAPITAL COMMITMENTS

Capital commitments not provided for in the financial statements are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
In respect of purchase of property, plant and equipment:		
Contracted but not provided for	<b>1,593</b>	8,761
Approved but not contracted for	<b>1,740</b>	959
	<b>3,333</b>	9,720

### 23. EMPLOYEE BENEFITS

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Salaries and wages	<b>7,558</b>	7,561	<b>625</b>	652
Defined contribution plan	<b>771</b>	753	<b>50</b>	49
Other benefits	<b>533</b>	475	<b>3</b>	3
	<b>8,862</b>	8,789	<b>678</b>	704

### 24. GUARANTEES

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Bank guarantees given by financial institutions for working capital purpose	<b>810</b>	810

The bank guarantees of the Group are secured by means of corporate guarantee issued by the holding company and deposits with a licensed bank of the Group as disclosed in Note 10 to the financial statements.

All the above unexpired guarantees were not recognised as the Directors are of the view that the fair value of such guarantees given by the Group is negligible.

## Notes to the Financial Statements

31 May 2025

### 25. ADOPTION OF NEW MFRSS AND AMENDMENTS TO MFRSS

#### 25.1 New MFRSS and Amendments to MFRSS adopted during the financial year

The Group and the Company adopted the following Standard and Amendments to MFRS Framework that were issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

Title	Effective Date
Amendments to MFRS 16 <i>Lease Liability in a Sale and Leaseback</i>	1 January 2024
Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i>	1 January 2024
Amendments to MFRS 101 <i>Non-current Liabilities with Covenants</i>	1 January 2024
Amendments to MFRS 107 and MFRS 7 <i>Supplier Finance Arrangements</i>	1 January 2024

Adoption of the above Standard and Amendments did not have any material effect on the financial performance or position of the Group and of the Company.

#### 25.2 New MFRSS and Amendments to MFRSS that have been issued, but only effective for annual periods beginning on or after 1 January 2025

The following are Standards and Amendments to MFRS Framework that have been issued by the MASB but have not been early adopted by the Group and the Company:

Title	Effective Date
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025
Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
<i>Annual Improvements to MFRS Accounting Standards - Volume 11</i>	1 January 2026
Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosure</i>	1 January 2027
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable for the future financial years.

## Notes to the Financial Statements

31 May 2025

### 26. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

The Company and its holding company, ANB had entered into a Heads of Agreement ("HOA") with Greenheart Sdn. Bhd. ("GSB"), Choong Wee Keong ("CWK") and How Yoon For ("HYF") for the following:

(GSB, CWK and HYF shall be collectively referred to as "Vendors" and the Company, ANB, and Vendors shall be collectively referred to as "Parties")

- (i) proposed acquisition by the Company of the entire share capital of Green Lagoon Technology Sdn. Bhd. ("GLTSB") from the Vendors for total consideration of RM120,000,000, subject to an independent valuation to be conducted on GLTSB during the due diligence and in return the Company shall issue 1,000,000,000 new ordinary shares in the Company ("ALB Share(s)" or "Share(s)") at an issue price of RM0.12 per Share, that will be listed and tradeable in the ACE Market to the GLTSB shareholders ("Consideration Shares") ("Proposed Acquisition");
- (ii) proposed exemption under subparagraph 4.08(1)(a) of the Rules on Take-overs, Mergers and Compulsory Acquisitions to the Vendors, other shareholders of GLTSB and their person(s) acting in concert (collectively "PAC(s)") under Sections 216(2) and 216(3) of the Capital Markets and Services Act 2007 from the obligation to undertake a mandatory offer for the remaining ALB Shares not already owned by them pursuant to the Proposed Acquisition ("Proposed Exemption");
- (iii) proposed private placement of up to 183,333,334 new Shares (or such other number of new Shares as may be applicable) to ANB for the total sum of up to RM22,000,000.08 (or such other amount corresponding to such number of new ALB Shares to be issued), and to be settled in cash at the issue price of RM0.12 per Share provided that the total percentage of shareholding held by ANB directly and indirectly in the share capital of the Company on completion of the Proposed Acquisition shall not exceed such number of ALB Shares representing 21% of the entire issued and paid-up share capital of the Company ("Proposed Private Placement"); and
- (iv) proposed disposal by the Company of its direct subsidiary (i.e., Synergy Trans-Link Sdn. Bhd. and its subsidiaries, Pengangkutan Cogent Sdn. Bhd. and ANT) to ANB at an independent valuation to be conducted and agreed by the Company and ANB and upon such terms and conditions to be determined later. The consideration is to be satisfied in cash ("Proposed Disposal").

Subsequently on 21 April 2025, the Company and ANB entered into a Supplemental Agreement to the HOA ("Supplemental Agreement") with the Vendors and GLTSB. Pursuant to the Supplemental Agreement, the Parties have mutually agreed to, amongst others, the following:

- (i) vary the terms of the Proposed Private Placement to up to 83,333,334 new ordinary shares (or such other number of new ordinary shares as may be applicable) to be issued by the Company to ANB for the total sum of up to RM10,000,000.08 (or such other amount corresponding to such number of new ordinary shares to be issued), and to be settled in cash at the issue price of RM0.12 per share, provided that the total percentage of shareholding held by ANB directly and indirectly in the share capital of the Company on completion of the Proposed Acquisition shall not exceed such number of the Company's shares representing 22% of the entire issued and paid-up share capital of the Company;
- (ii) to include a proposed subscription by ANB for 145,685 new ordinary shares in GLTSB ("GLTSB Share(s)") (or such other number of new GLTSB Shares as may be applicable), to be issued and allotted by GLTSB to ANB for the total sum of RM12,000,073.45 ("Subscription Shares") at the issue price of RM82.37 per GLTSB Share; and
- (iii) extend the Term to 31 December 2025.

(The Proposed Acquisition, Proposed Exemption, Proposed Private Placement and Proposed Disposal shall be collectively referred to as "Proposals")

The Proposals have not been completed as at the date of this report.

# Additional Compliance Information

## **Utilisation of Proceeds**

The Company did not raise proceeds from any corporate exercise during the financial year.

## **Audit Fee and Non-Audit Fee**

The disclosure on audit fee and non-audit fee paid or payable to Messrs BDO PLT, the External Auditors of the Company, is in page 62 of this Annual Report.

## **Material Contracts Involving Directors'/Major Shareholders' Interests**

There was no material contract (other than contracts entered into in the ordinary course of business) entered into by the Company and/or its subsidiaries which involves the interest of Directors or major shareholders, either still subsisting at the end of the financial year ended 31 May 2025 or entered into since the end of the previous financial year.

## **Recurrent Related Party Transactions ("RRPTs")**

The aggregate value of RRPTs made during the financial year, pursuant to the shareholders' mandate obtained at the last annual general meeting of the Company, are as follows:

Transacting Parties		Nature of transactions	Value of RRPTs (RM'000)	Interested Directors, major shareholders and connected persons
ALB Group	Related Parties			
ANT (Seller)	PKG, CKG and Fermpro (Buyer)	Charges for storage rental for liquid chemicals	4,452	<ul style="list-style-type: none"> <li>• Ancom Nylex Berhad</li> <li>• Dato' Siew Ka Wei</li> <li>• Datin Young Ka Mun</li> <li>• Siew Ka Kheong</li> <li>• Quek Lay Kheng</li> <li>• Siew Yuen Tuck</li> </ul>
		Charges for handling of liquid chemicals for storage	417	
Cogent (Seller)	ACC, PKG, NSC, CKG and Fermpro (Buyer)	Charges for transportation services for liquid chemicals and others	2,448	

### Notes:

- ANT - Ancom Nylex Terminals Sdn. Bhd.
- Cogent - Pengangkutan Cogent Sdn. Bhd.
- PKG - Perusahaan Kimia Gemilang Sdn. Bhd.
- CKG - CKG Chemicals Pte. Ltd.
- Fermpro - Fermpro Sdn. Bhd.
- ACC - Ancom Crop Care Sdn. Bhd.
- NSC - Nylex Specialty Chemicals Sdn. Bhd.

# List of Properties

As at 31 May 2025

Location	Tenure	Land area	Descriptions	Carrying amount as at 31 May 2025 (RM'000)	Date of acquisition / Revaluation
<b><u>Ancom Nylex Terminals Sdn. Bhd.</u></b>					
1. Jeti Petrokimia, Pelabuhan Barat Pelabuhan Klang Selangor	<i>Unexpired lease period of 45 years (Expiring on 31 August 2070)</i>	9.8 acres	Tank farm, office and warehouse  Age of building: approximately 28 years	5,806	N/A
<b><u>Pengangkutan Cogent Sdn. Bhd.</u></b>					
2. PTD 149227 Jalan Berjaya 7 Taman Perindustrian Berjaya Johor Bahru, Johor	Freehold	6,070.3 sq.m.	Office building  Age of building: approximately 16 years	2,509	2010

# Analysis of Shareholdings

As at 29 August 2025

## NO. OF HOLDERS OF EACH CLASS OF EQUITY SECURITIES

Class of securities : Ordinary shares ("Shares")

Total no. issued : 473,286,313

No. of holders : 13,323

Voting rights : One vote per Share on a poll

## DISTRIBUTION SCHEDULE

Holdings	No. of Holders	Total Holdings	%
Less than 100	2,560	84,244	0.018
100 to 1,000	5,052	2,274,442	0.481
1,001 to 10,000	3,361	14,436,714	3.050
10,001 to 100,000	1,873	71,447,614	15.096
100,001 to less than 5% of issued Shares	473	230,500,822	48.702
5% and above of issued Shares	4	154,542,477	32.653
	13,323	473,286,313	100.000

## SUBSTANTIAL HOLDERS

	Direct		Indirect	
	No. of Shares	%	No. of Shares	%
Rhodemark Development Sdn. Bhd.	66,177,300	13.983	-	-
Synergy Tanker Sdn. Bhd.	64,504,192	13.629	-	-
Ancom Nylex Berhad	29,938,190	6.326	130,808,072 <sup>(a)</sup>	27.638
Dato' Siew Ka Wei	6	0.000	160,746,291 <sup>(b)</sup>	33.964

Notes:

(a) Deemed interested by virtue of its direct interest in Synergy Tanker Sdn. Bhd., Ancom Properties Sdn. Bhd. and Rhodemark Development Sdn. Bhd.

(b) Deemed interested by virtue of his direct and indirect interest in Ancom Nylex Berhad, Synergy Tanker Sdn. Bhd., Ancom Properties Sdn. Bhd., Rhodemark Development Sdn. Bhd. and Silver Dollars Sdn. Bhd.

## DIRECTORS' HOLDINGS

	Direct		Indirect	
	No. of Shares	%	No. of Shares	%
Dato' Siew Ka Wei	6	0.000	160,746,291 <sup>(c)</sup>	33.964

Note:

(c) Deemed interested by virtue of his direct and indirect interest in Ancom Nylex Berhad, Synergy Tanker Sdn. Bhd., Ancom Properties Sdn. Bhd., Rhodemark Development Sdn. Bhd. and Silver Dollars Sdn. Bhd.



## Analysis of Shareholdings

As at 29 August 2025

### THIRTY LARGEST HOLDERS

(Without aggregating securities from different securities accounts belonging to the same person)

Name	No. of Shares	%
1. Kenanga Nominees (Tempatan) Sdn. Bhd. - Rhodemark Development Sdn. Bhd.	66,177,300	13.983
2. Kenanga Nominees (Tempatan) Sdn. Bhd. - Synergy Tanker Sdn. Bhd.	40,000,000	8.452
3. Synergy Tanker Sdn. Bhd.	24,504,192	5.177
4. Ancom Nylex Berhad	23,860,985	5.042
5. Mohd Johar Bin Arif	8,846,900	1.869
6. Kenanga Nominees (Tempatan) Sdn. Bhd. - Ancom Nylex Berhad	6,077,205	1.284
7. Affin Hwang Nominees (Asing) Sdn. Bhd. - Kong Hwai Ming	5,887,800	1.244
8. Mohamed Zaini Bin Amran	3,790,000	0.801
9. Chua Koon Meng	3,345,000	0.707
10. Chew Kok Siang	3,200,000	0.676
11. Lim Kim Loy	3,000,000	0.634
12. Tan Hee Tit	3,000,000	0.634
13. RHB Nominees (Tempatan) Sdn. Bhd. - Dato' Sri Ker Cherk Yee	2,847,900	0.602
14. Chua Siew Chen	2,743,100	0.580
15. Public Invest Nominees (Tempatan) Sdn. Bhd. - Phillip Securities Pte Ltd	2,639,800	0.558
16. Maybank Nominees (Tempatan) Sdn. Bhd. - Lee Wah Yow	2,635,700	0.557
17. Tan Song Ing	2,600,000	0.549
18. Public Nominees (Tempatan) Sdn. Bhd. - Wong Fook Yew	2,594,200	0.548
19. Kian Nguk Ling	2,500,000	0.528
20. Kenanga Nominees (Asing) Sdn. Bhd. - Phillip Securities Pte Ltd	2,446,000	0.517
21. PTB Ventures Sdn. Bhd.	2,294,800	0.485
22. Loh Kah Guan	2,000,000	0.423
23. Ngan Tin Yee	2,000,000	0.423
24. Maybank Nominees (Tempatan) Sdn. Bhd. - Mohd Zakri Bin Mohamad Nor	1,962,500	0.415
25. Yee Chin Chin	1,915,500	0.405
26. Lai Fook Hoy	1,770,004	0.374
27. HSBC Nominees (Asing) Sdn. Bhd. - The Hongkong and Shanghai Banking Corporation Limited	1,750,000	0.370
28. Lee Wah Cheong	1,734,300	0.366
29. Lembaga Tabung Amanah Warisan Negeri Terengganu	1,676,500	0.354
30. Shaharudin Bin Mohamad Hashim	1,672,000	0.353
Total	231,471,686	48.907

# Notice of Annual General Meeting

**NOTICE IS HEREBY GIVEN THAT** the 59<sup>th</sup> Annual General Meeting (“AGM”) of the Company will be held at Selangor 1 Ballroom, Dorsett Grand Subang, Jalan SS 12/1, 47500 Subang Jaya, Selangor Darul Ehsan, Malaysia on Wednesday, 29 October 2025 at 9.30 a.m. to transact the following businesses:

## AGENDA

### AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 May 2025 together with the Reports of the Directors and Auditors thereon. **[Please refer to Explanatory Note 1]**
2. To re-elect the following Directors who are retiring by rotation pursuant to Clause 125 of the Company’s Constitution:
  - (i) Tan Sri Datuk Dr. Ampikaipakan A/L S. Kandiah **[Ordinary Resolution 1]**
  - (ii) Datuk Lee Cheun Wei **[Ordinary Resolution 2]**
3. To approve the payment of Directors’ fees to the Non-Executive Directors for the financial year ending 31 May 2026, to be paid quarterly in arrears. **[Ordinary Resolution 3]**
4. To approve the payment of Directors’ benefits to the Non-Executive Directors for the period from 29 October 2025 until the next annual general meeting of the Company. **[Ordinary Resolution 4]**
5. To re-appoint BDO PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. **[Ordinary Resolution 5]**

### AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions, with or without modification(s):

6. **PROPOSED RENEWAL OF SHAREHOLDERS’ MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS (“RRPTs”) OF A REVENUE OR TRADING NATURE** **[Ordinary Resolution 6]**

“THAT subject always to the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given to the Company and/or its subsidiaries (“Group”) to enter into the RRPTs of a revenue or trading nature with the related parties as specified in Section 2.4 of the Company’s Circular to Shareholders dated 30 September 2025, provided that such transactions are necessary for the Group’s day-to-day operations and are carried out in the ordinary course of business at arm’s length basis and on normal commercial terms which are not more favourable to the related parties than those generally available to the public and are not detrimental to the interest of the minority shareholders of the Company.

## Notice of Annual General Meeting

THAT the authority conferred by such mandate shall continue to be in force until:

- (i) the conclusion of the next annual general meeting of the Company, at which time it will lapse, unless by a resolution passed at that meeting, the authority is renewed;
- (ii) the expiration of the period within which the next annual general meeting of the Company is required to be held pursuant to Section 340(2) of the Companies Act 2016 (but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Companies Act 2016); or
- (iii) revoked or varied by a resolution passed by the Company's shareholders in a general meeting;

whichever is the earlier.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing all such documents) as the Directors may consider expedient or necessary or in the best interest of the Company to give effect to this resolution."

### 7. **PROPOSED AUTHORITY TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016**

**[Ordinary Resolution 7]**

"THAT pursuant to Sections 75 and 76 of the Companies Act 2016 and subject to the Constitution of the Company, the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and the approvals of the relevant governmental/regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised, to issue and allot shares in the Company from time to time, at such price, upon such terms and conditions, to such persons and for such purposes as the Directors may in their absolute discretion deem fit PROVIDED THAT the aggregate number of shares to be issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company for the time being and that such authority shall continue to be in force until the conclusion of the next annual general meeting of the Company AND THAT the Directors be authorised to do all such things as they deem fit and expedient in the best interest of the Company to give effect to the issuance of new shares under this resolution including making such applications to Bursa Securities for the listing of and quotation for the additional shares so issued on Bursa Securities AND THAT such authority shall continue to be in force until the conclusion of the next annual general meeting of the Company held after the approval was given or at the expiry of the period within which the next annual general meeting is required to be held after the approval was given, whichever is the earlier, unless revoked or varied by an ordinary resolution of the Company at a general meeting."

- 8. To transact any other business of which due notice shall have been given in accordance with the Constitution of the Company and the Companies Act 2016.

## Notice of Annual General Meeting

By Order of the Board,

**CHOO SE ENG (MIA 5876) (SSM PC No. 202208000036)**

**STEPHEN GEH SIM WHYIE (MICPA 1810) (SSM PC 201908001029)**

Company Secretaries

Petaling Jaya

30 September 2025

### NOTES:

- (1) A registered member, including an authorised nominee who is entitled to attend and vote at the AGM may appoint up to two (2) proxies to attend and vote on his/her behalf at the AGM. A proxy may but need not be a member of the Company and need not be an advocate, an approved company auditor or a person approved by the Registrar of Companies. There shall be no restriction as to the qualification of the proxy.
- (2) In respect of deposited securities, only members whose names appear on the Record of Depositors as at 21 October 2025 shall be entitled to participate in the AGM and appoint proxy(ies) to participate on his/her behalf at the AGM.
- (3) Where a member is an exempt authorised nominee as defined under Securities Industry (Central Depositories) Act, 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- (4) Where a member, an authorised nominee or an exempt authorised nominee, appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holding to be represented by each proxy in the Proxy Form.
- (5) The appointment of proxy(ies) may be made in the following manner and must be received by the Company's Share Registrar at least 48 hours before the time appointed for holding the AGM or any adjournment thereof:
  - i. In hardcopy form  
To be deposited at the office of the Company's Share Registrar, Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, deposit in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
  - ii. By electronic means  
Please refer to the Administrative Guides for Shareholders for further information on electronic submission of Proxy Form.
- (6) Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly.
- (7) Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the office of the Company's Share Registrar, Tricor Investor & Issuing House Services Sdn. Bhd. at the address indicated in item (5)(i) above not less than 48 hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the Power of Attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.

## Notice of Annual General Meeting

- (8) Last date and time for lodging the Proxy Form and the Power of Attorney is by **Monday, 27 October 2025 at 9.30 a.m.**
- (9) For a corporate member who has appointed an authorised representative, please deposit the original or duly certified certificate of appointment of authorised representative ("Certificate") with the Company's Share Registrar at its address indicated in item (5)(i) above before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. The Certificate should be executed in the following manner:
- i. If the corporate member has a Common Seal, the Certificate should be executed under seal in accordance with the constitution of the corporate member.
  - ii. If the corporate member does not have a Common Seal, the Certificate should be affixed with the rubber stamp of the corporate member (if any) and executed by: (a) at least two (2) authorised officers, one (1) of whom shall be a director; or (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
- (10) Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of AGM will be put to vote by way of poll.

### EXPLANATORY NOTES TO THE AGENDA:

#### 1. Item 1 of the Agenda – Audited Financial Statements for the financial year ended 31 May 2025

This agenda item is meant for discussion only. The provisions of Sections 248(2) and 340(1)(a) of the Companies Act 2016 do not require a formal approval of the shareholders for the Audited Financial Statements. As such, this agenda item is not a business which requires a motion to be put forward for voting.

#### 2. Ordinary Resolutions 1 and 2 – Re-election of Retiring Directors

Tan Sri Datuk Dr. Ampikaipakan A/L S. Kandiah and Datuk Lee Cheun Wei are standing for re-election as Directors of the Company and being eligible, have offered themselves for re-election at the AGM.

Their profiles are disclosed in the Board of Directors of the Annual Report 2025.

Save as disclosed in the Annual Report 2025, the retiring Directors have no conflict of interest with the Company and have no family relationship with any Director and/or major shareholder of the Company. The Board had, through the Remuneration & Nomination Committee, assessed the performance and contribution of each of the retiring Directors including their personality, experience, integrity, competence, time commitment and fit and proper as enumerated in the Company's Directors' Fit and Proper Policy to effectively discharge their roles as Directors. Based on the assessment conducted, the Board is satisfied that the aforesaid Directors have devoted sufficient time to carry out their responsibilities throughout their tenure. They also possess relevant qualification, knowledge and experience which complement the Board's competencies.

#### 3. Ordinary Resolution 3 – Directors' Fees payable to Non-Executive Directors ("NEDs") for the financial year ending 31 May 2026

At the 58<sup>th</sup> annual general meeting of the Company, the shareholders had approved the payment of Directors' fees to the NEDs amounting to RM500,000 for the Company and the Group respectively for the financial year ended 31 May 2025.

The actual amount of Directors' fees paid to the NEDs were RM320,000 for the Company and for the Group for the financial year ended 31 May 2025.

For the financial year ending 31 May 2026, the Company proposed to pay the NEDs of the Company and the Group of up to RM500,000 respectively. These amounts are calculated based on the memberships in the Board and Board Committees, and assuming that all NEDs will hold office until the next annual general meeting and possible new additions to the Board in the financial year ending 31 May 2026. This resolution is to facilitate payment of Directors' fees to the NEDs on current year basis. In the event the proposed amount is insufficient (due to enlarged Board size), approval will be sought at the next annual general meeting for the shortfall.

## Notice of Annual General Meeting

The proposed fees payable by the Company to each of the NEDs are detailed below:

NEDs	Fee (RM)
<u>Board of Directors</u>	
- Chairman	60,000
- Member	50,000
<u>Audit Committee</u>	
- Chairman/Member	15,000
<u>Remuneration &amp; Nomination Committee</u>	
- Chairman/Member	5,000

#### 4. Ordinary Resolution 4 – Benefits payable to NEDs

The benefits payable to the NEDs comprise meeting attendance allowance and other benefits (car, fuel, driver and other emoluments).

In determining the estimated total amount of benefits (excluding Directors' fees) for the NEDs, the Board considered various factors including the number of scheduled meetings for the Board, Board Committees as well as the number of Directors involved. The Board is recommending to the shareholders to approve the Directors' benefits payable to the NEDs of up to RM60,000 from the date of the forthcoming AGM until the next annual general meeting of the Company. In the event the proposed amount is insufficient (due to more meetings/enlarged Board size), approval will be sought at the next annual general meeting for the shortfall.

#### 5. Ordinary Resolution 5 – Re-appointment of Auditors

The Audit Committee had evaluated the performance of BDO PLT, the External Auditors, as enumerated in the Audit Committee Report and had recommended the re-appointment of BDO PLT as the External Auditors of the Company for the ensuing year. The Board concurred with the recommendation of the Audit Committee.

#### 6. Ordinary Resolution 6 – Proposed Renewal of Shareholders' Mandate for RRPTs of a Revenue or Trading Nature

Ordinary Resolution 6, if passed, will allow the Group to enter into RRPTs with its related party(ies) in accordance with the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad without the necessity to convene separate general meetings to seek shareholders' approval as and when such RRPTs occur. This would reduce substantial administrative time and expenses associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. This authority, unless revoked or varied at a general meeting, will expire at the next annual general meeting of the Company and is subject to renewal on an annual basis.

Further details relating to this proposed resolution are set out in the Company's Circular to Shareholders dated 30 September 2025.

#### 7. Ordinary Resolution 7 – Proposed Authority to Issue and Allot Shares Pursuant to Sections 75 and 76 of the Companies Act 2016

Ordinary Resolution 7, if passed, will empower the Directors to issue and allot up to an aggregate amount of not exceeding ten percent (10%) of the total number of issued shares of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority will, unless revoked or varied by the Company in a general meeting, expire at the conclusion of the next annual general meeting of the Company.

This is a renewal of the mandate obtained from the shareholders at the last annual general meeting held on 29 October 2024 ("the Previous Mandate"). The mandate is to provide flexibility to the Company for any possible fund-raising exercises including but not limited to further placement of shares for purpose of funding current and/or future investment projects, working capital, repayment of borrowings, acquisitions and/or for issuance of shares as settlement of purchase consideration or such other application as the Directors may deem fit and in the best interest of the Company, without the need to convene separate general meeting to obtain shareholders' approval so as to avoid incurring additional costs and time.

As at the date of this Notice, the Company did not issue any new shares pursuant to the Previous Mandate granted by the shareholders at the last annual general meeting.

**ANCOM LOGISTICS BERHAD**

[Registration No. 196601000150 (6614-W)]  
Incorporated in Malaysia

# Proxy Form

CDS A/C. No.	No. of shares held

I/We \_\_\_\_\_ NRIC No. \_\_\_\_\_  
 (Full Name in Block Letters)

of \_\_\_\_\_  
 (Full Address)

being (a) member(s) of ANCOM LOGISTICS BERHAD, hereby appoint

Full Name in Block Letters		Proportion of shareholdings to be represented  %
NRIC No.		
Full Address		
Full Name in Block Letters		Proportion of shareholdings to be represented  %
NRIC No.		
Full Address		
		100 %

or failing \*him/her, the Chairman of the Meeting as \*my/our \*proxy/proxies to participate and to vote for \*me/us on \*my/our behalf at the 59<sup>th</sup> Annual General Meeting of the Company which will be held at Selangor 1 Ballroom, Dorsett Grand Subang, Jalan SS 12/1, 47500 Subang Jaya, Selangor Darul Ehsan, Malaysia at 9.30 a.m. on Wednesday, 29 October 2025 and to vote as indicated below:

ORDINARY RESOLUTIONS		FOR	AGAINST
1	To re-elect Tan Sri Datuk Dr. Ampikaipakan A/L S.Kandiah as a Director of the Company		
2	To re-elect Datuk Lee Cheun Wei as a Director of the Company		
3	To approve the payment of Directors' fees to the Non-Executive Directors for the financial year ending 31 May 2026, to be paid quarterly in arrears		
4	To approve the payment of Directors' benefits to the Non-Executive Directors		
5	To re-appoint BDO PLT as Auditors of the Company		
6	To approve the proposed renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature		
7	To approve the proposed authority to issue and allot shares pursuant to Sections 75 & 76 of the Companies Act 2016		

(Please indicate with an "X" on how you wish your vote to be cast. If no specific direction as to voting is given, the proxy will vote or abstain from voting at his/her discretion.)

[\*Delete if not applicable]

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2025

\_\_\_\_\_  
 [Signature / Common Seal of shareholder(s)]

**Telephone no. during office hours:**

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**NOTES:**

- (1) A registered member, including an authorised nominee who is entitled to attend and vote at the AGM may appoint up to two (2) proxies to attend and vote on his/her behalf at the AGM. A proxy may but need not be a member of the Company and need not be an advocate, an approved company auditor or a person approved by the Registrar of Companies. There shall be no restriction as to the qualification of the proxy.
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- (3) Where a member is an exempt authorised nominee as defined under Securities Industry (Central Depositories) Act, 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
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- (8) Last date and time for lodging the Proxy Form and the Power of Attorney is by **Monday, 27 October 2025 at 9.30 a.m.**

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Stamp

**ANCOM LOGISTICS BERHAD**

[Registration No. 196601000150 [6614-W]]

**The Share Registrar:****Tricor Investor & Issuing House Services Sdn. Bhd.**

Unit 32-01, Level 32, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Malaysia

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- (9) For a corporate member who has appointed an authorised representative, please deposit the original or duly certified certificate of appointment of authorised representative ("Certificate") with the Company's Share Registrar at its address indicated in item (5)(i) above before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. The Certificate should be executed in the following manner:
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- (10) Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of AGM will be put to vote by way of poll.





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