

DIVERSITY POLICY

1. INTRODUCTION

- 1.1 The Board of Directors ("Board") of Ancom Nylex Berhad ("Company") recognises that diversity contributes to effective decision-making, innovation, organisational performance and long-term sustainability.
- 1.2 The Board is committed to fostering a culture that values and respects diversity in all its forms, including but not limited to gender, age, ethnicity, nationality, cultural background, education, skills, experience and perspectives. The Board believes that a diverse workforce and leadership team enhance its ability to respond to changing business environments and create sustainable value for stakeholders.
- 1.3 The Group is committed to providing equal opportunities in employment and advancement, and to promoting an inclusive workplace free from unlawful discrimination, harassment and bias.
- 1.4 While diversity is encouraged at all levels of the organisation, appointments and employment decisions shall continue to be based on merit, integrity, competence, experience, performance and the requirements of the Group.

2. SCOPE

- 2.1 This Policy applies to the Company and its subsidiaries ("Group").

3. OBJECTIVES

- 3.1 The objectives of this Policy are to:
 - (a) promote an inclusive and respectful workplace that values diversity and equal opportunity;
 - (b) enhance organisational effectiveness through the contribution of diverse perspectives, skills and experiences; and
 - (c) encourage diversity in leadership and decision-making positions, including gender diversity at the Board and senior management levels.

4. APPLICATION OF THE POLICY

- 4.1 The Board, the Remuneration and Nomination Committee ("R&NC") and Management shall give due consideration to diversity in the recruitment, appointment, promotion and succession planning of employees, key senior management and directors.
- 4.2 In considering appointments to the Board and key senior management, the Group shall seek an appropriate balance of skills, experience, knowledge, gender, age, ethnicity, professional background and perspectives that are relevant to the Group's business needs and strategic objectives.
- 4.3 The Board supports the promotion of gender diversity and aspires to achieve, subject to the availability of suitably qualified candidates and the needs of the Group:
 - (a) at least 30% women representation on the Board; and
 - (b) at least 20% women representation in Key Senior Management positions.
- 4.4 Management shall support the implementation of this Policy through appropriate talent development, succession planning, training and other initiatives that promote diversity and inclusion across the Group.

5. MONITORING AND REPORTING

- 5.1 Management shall be responsible for implementing this Policy and monitoring diversity initiatives within the Group.
- 5.2 The R&NC shall oversee diversity matters relating to the Board and Key Senior Management, and review the Group's progress in achieving the objectives of this Policy.
- 5.3 The R&NC shall report its observations and recommendations to the Board periodically.

6. REVIEW AND PUBLICATION

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

DOCUMENT CONTROL

Document	Diversity Policy
Owner	Remuneration & Nomination Committee
Approved by	Board of Directors
Date of approval	29 September 2026
Supersedes	Diversity Policy dated 11 August 2023