

REMUNERATION POLICY

1. POLICY STATEMENT

- 1.1 Ancom Nylex Berhad ("ANB" or "Company") is committed to maintaining a fair, transparent and competitive remuneration framework that supports the long-term strategic objectives of the Company and its subsidiaries ("Group") and promotes sustainable value creation for shareholders and stakeholders.
- 1.2 The Group recognises that an effective remuneration framework is essential to attract, motivate, reward and retain Directors and key senior management of the calibre necessary to lead the Group successfully.
- 1.3 Remuneration shall be aligned with the Group's business strategy, performance, values and governance standards, while ensuring accountability and prudent risk management.
- 1.4 This Policy establishes the principles governing the remuneration of Directors and Key Senior Management of the Group.

2. OBJECTIVES

- 2.1 The objectives of this Policy are to ensure that the Group's remuneration:
 - (a) supports the achievement of the Group's strategic objectives and long-term sustainability;
 - (b) promotes a high-performance culture that rewards the achievement of agreed goals and value creation;
 - (c) commensurate with individual responsibilities, experience, performance and contribution;
 - (d) remains competitive and aligned with market practices to attract and retain capable leaders;
 - (e) supports sound corporate governance and responsible decision-making; and
 - (f) balances the interests of the Group, shareholders and other stakeholders.

3. REMUNERATION PRINCIPLES

- 3.1 The Group adopts the following remuneration principles:
 - (a) ***Fair and Competitive***
Remuneration shall be fair, reasonable and benchmarked, where appropriate, against comparable organisations, taking into consideration the Group's size, complexity, industry and market conditions;
 - (b) ***Performance-Oriented***
A portion of remuneration may be linked to the achievement of corporate and individual performance objectives to encourage accountability, continuous improvement and sustainable business performance;
 - (c) ***Responsibility and Accountability***
Remuneration shall reflect the scope, complexity and responsibilities of the position held, as well as the individual's skills, experience and contribution to the Group;
 - (d) ***Alignment with Long-Term Interests***
The remuneration framework shall support long-term value creation and discourage excessive risk-taking that may be detrimental to the Group's sustainability; and

(e) Governance and Transparency

The determination of remuneration shall be subject to appropriate governance processes, independent oversight and disclosure requirements prescribed by applicable laws, regulations and listing requirements.

4. GOVERNANCE

- 4.1 The Remuneration and Nomination Committee ("R&NC") shall assist the Board of Directors ("Board") in reviewing and recommending remuneration policies and practices relating to Directors and key senior management.
- 4.2 The Board retains overall responsibility for ensuring that the Group's remuneration framework remains appropriate, effective and aligned with the Group's strategic objectives.
- 4.3 No Director shall participate in decisions relating to his or her own remuneration.

5. DIRECTORS' REMUNERATION

- 5.1 The remuneration of Executive Directors and key senior management shall reflect their responsibilities, experience, expertise, commitment, performance and contribution to the Group.
- 5.2 The remuneration of Non-Executive Directors shall be sufficient to attract and retain individuals of the calibre required to discharge their duties effectively, while preserving their independence and objectivity.
- 5.3 Any fees and benefits payable to Non-Executive Directors shall be subject to shareholders' approval where required under applicable laws, regulations and listing requirements.

6. KEY SENIOR MANAGEMENT REMUNERATION

- 6.1 The Executive Vice Chairman and the Managing Director / Group Chief Executive Officer shall be responsible for determining the remuneration of key senior management within the remuneration framework approved by the Board.
- 6.2 The remuneration of key senior management shall be designed to attract, motivate and retain talented individuals who possess the necessary leadership capabilities to execute the Group's strategy and achieve its objectives.
- 6.3 The remuneration framework may comprise fixed and performance-related elements, taking into consideration individual and organisational performance.

7. DISCLOSURE

- 7.1 The Group shall make appropriate disclosures relating to Directors' remuneration in accordance with applicable laws, regulatory requirements and the listing requirements.

8. REVIEW AND PUBLICATION

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

DOCUMENT CONTROL

Document	Remuneration Policy
Owner	Remuneration & Nomination Committee
Approved by	Board of Directors
Date of approval	29 September 2026
Supersedes	Remuneration Policy dated 10 August 2023