ANCOM NYLEX BERHAD [Registration No. 196901000122 (8440-M)]
Incorporated in Malaysia

SUCCESSION PLANNING POLICY

1. POLICY STATEMENT

1.1 The Board of Directors ("Board") of Ancom Nylex Berhad ("ANB" or "Company") is committed to maintaining an effective leadership succession framework to support the long-term sustainability, stability and continued success of the Company and its subsidiaries ("Group").

1.2 The Board recognises that succession planning is an important element of good corporate governance and seeks to ensure the orderly renewal and continuity of leadership at both Board and key senior management levels. Succession planning shall support the Group's strategic objectives by ensuring that the Board and key senior management possess the appropriate mix of skills, experience, knowledge, independence, diversity and leadership capabilities required to meet the evolving needs of the Group.

1.3 This Policy sets out the principles and governance responsibilities relating to succession planning within the Group.

2. OBJECTIVES

2.1 The objectives of this Policy are to:

(a) provide for the orderly succession and continuity of leadership at the Board and key senior management levels;
(b) ensure compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements") on the responsibilities of the Remuneration and Nomination Committee ("R&NC");
(c) embed diversity targets, including a minimum of 30% women directors, as recommended by the Malaysian Code on Corporate Governance ("MCCG");
(d) manage the tenure of Independent Directors in line with the Listing Requirements; and
(e) strengthen investor and stakeholder confidence through transparent succession planning disclosure in the Annual Report.

3. SCOPE

3.1 This Policy applies to:

(a) the Board of Directors, including the Chairman, Independent Non-Executive Directors and Executive Directors;
(b) Board Committees, including the Audit Committee, R&NC and Risk Management and Sustainability Committee; and
(c) key senior management positions, including the Group Chief Executive Officer, Chief Financial Officer, Chief Operating Officer and other key leadership positions identified by the Board.

4. ROLES AND RESPONSIBILITIES

4.1 *Board of Directors*

The Board shall:

(a) approve and oversee the implementation of this Policy;
(b) ensure that appropriate succession planning arrangements are in place for the Board and key senior management positions;

(c) consider and approve recommendations made by the R&NC relating to Board appointments, re-elections, succession and leadership continuity; and

(d) ensure that succession planning practices remain aligned with the Group's strategic priorities and governance expectations.

4.2 Remuneration and Nomination Committee

The R&NC shall:

(a) oversee the implementation of the Group's succession planning framework;
(b) review the composition, size, skills, experience, independence and diversity of the Board and Board Committees;
(c) maintain a Board Skills Matrix and identify competency gaps that may require succession planning or Board refreshment initiatives;
(d) evaluate and recommend suitable candidates for appointment to the Board and Board Committees; and
(e) ensure that prospective candidates are assessed in accordance with the Company's Fit and Proper Policy and other applicable requirements.

4.3 Management

Management shall:

(a) support the Board and R&NC in implementing succession planning initiatives;
(b) identify and develop potential internal talent for key leadership positions;
(c) implement leadership development and talent management programmes to strengthen the succession pipeline; and
(d) maintain appropriate contingency arrangements to support business continuity in the event of unexpected vacancies in key management positions.

5. DIVERSITY AND TENURE CONSIDERATIONS

5.1 Succession planning shall take into account:

(a) the Company's commitment to achieving and maintaining at least thirty percent (30%) women representation on the Board and twenty percent (20%) women representation in senior management, or such other target as may be adopted by the Board from time to time;
(b) compliance with applicable requirements relating to the tenure and independence of Independent Directors;
(c) diversity in skills, experience, age, gender, professional background, industry expertise and perspectives; and
(d) the need to maintain an appropriate balance between Board renewal, continuity and institutional knowledge.

6. EMERGENCY SUCCESSION

6.1 The Company shall maintain appropriate succession arrangements to address unforeseen vacancies in key leadership positions.

6.2 Where appropriate, interim leadership responsibilities and delegated authorities may be established to facilitate continuity of operations and effective governance, pending the appointment of permanent successors.

7. REVIEW AND PUBLICATION

7.1 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.

7.2 This Policy shall be made available on the Company's website at www.ancomnylex.com.

DOCUMENT CONTROL

Document	Succession Planning Policy
Owner	Remuneration & Nomination Committee
Approved by	Board of Directors
Date of approval	29 September 2026
Supersedes	Not Applicable