

ANCOM LOGISTICS BERHAD [Registration No.: 196601000150 (6614-W)] (Incorporated in Malaysia)	Date of Revised Statement	29 July 2026
	Approved by the Board of Directors	29 September 2026
	Supersedes	Diversity Policy dated 20 August 2024

DIVERSITY POLICY

INTRODUCTION

The Board of Directors (“Board”) of Ancom Logistics Berhad (“Company”) recognises that diversity is a key driver of organisational excellence and long-term sustainability. A diverse mix of perspectives, skills, and experiences enhances innovation, decision-making quality and stakeholder confidence.

The Board is committed to promoting a workplace culture that values and respects diversity in all its forms, including but not limited to age, gender, ethnicity, nationality, cultural background, education, skills, experience, and thought. These differences, when effectively managed, contribute to the Group’s ability to adapt, compete, and create value to support a well-rounded and capable leadership team.

While diversity is strongly encouraged, merit, integrity, competence, experience, and performance shall remain the primary considerations in all appointments and employment decisions. Equal opportunity will be afforded to all qualified individuals without discrimination or bias.

The Board acknowledges that measurable diversity targets will evolve in line with the availability of qualified candidates and the Group’s strategic needs at any given time.

SCOPE

This Policy applies to the Company and its subsidiaries (collectively, “Group”). It does not extend to associates in which the Group does not have control over operations or governance.

OBJECTIVES

This Policy aims to:

- Foster an inclusive culture that promotes fairness, equality, and mutual respect across all levels of the organisation;
- Ensure merit-based recruitment and promotion, free from bias or discrimination related to personal characteristics unrelated to job performance;
- Enhance organisational capability by leveraging diverse perspectives, skills, and experiences;
- Encourage representation of women and underrepresented groups at all levels, particularly in leadership and decision-making roles; and
- Increase awareness and accountability for diversity and inclusion principles throughout the Group.

APPLICATION OF THE POLICY

When recruiting to fill vacancies at the Board or senior management level, the Remuneration and Nomination Committee ("R&N Committee") and Management shall:

- Source candidates from a wide range of channels, including independent professional search firms, public advertisements, industry associations, and recommendations from directors and employees;
- Evaluate candidates based on competence, experience, integrity, and independence, while ensuring fair consideration of gender, age, ethnicity, cultural background, conflict of interest and professional diversity;
- Strive for a balanced Board composition that reflects a diversity of perspectives, relevant industry experience, and skills mix (to close the gaps identified in the Board Skill matrix, if any).

Gender Diversity:

- Require external search consultants to present both male and female candidates for Board consideration;
- Ensure that female candidates are included in the shortlist for Board and senior management positions;
- Continuously improve female representation in accordance with the Board's stated objectives; and
- In line with the Malaysian Code on Corporate Governance, and consistent with the Group Sustainability Policy, the Board aspires to progressively achieve at least 30% women representation on the Board, subject to the availability of qualified candidates;

To build a strong and diverse leadership pipeline, Management shall:

- Implement career development and mentoring programmes for high-potential employees, particularly women and underrepresented groups;

Ensure succession plans are regularly reviewed to prevent bias and promote diversity in leadership appointments; and
- Provide training and awareness programmes on diversity, equity, and inclusion principles.

MONITORING AND REPORTING

Management is responsible for implementing and monitoring diversity initiatives across the Group. The R&N Committee shall oversee the Board and senior management diversity matters and review progress periodically.

The R&N Committee shall report to the Board at least annually on actions taken and progress achieved under this Policy.

REVIEW AND PUBLICATION OF THE BOARD CHARTER

The Board shall publish this Policy in the Company's website at www.ancomlogistics.com.my

The Board shall review the Policy at least once every three (3) years and make such amendments as may be necessary to ensure that the Policy remains relevant, effective and consistent with the Board's objectives, the Company's needs, corporate governance best practices and applicable laws and regulations.

Changes to the Policy shall be subject to the approval of the Board.