

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	Remuneration Policy dated 10 August 2023

REMUNERATION POLICY

INTRODUCTION

The Board of Directors (“Board”) of Ancom Logistics Berhad (“Company”) recognises that a fair, transparent, and competitive remuneration framework is essential to attract, motivate, and retain individuals of the highest calibre who can drive the Group’s long-term success.

This Remuneration Policy (“Policy”) aims to:

- Support the achievement of the Company’s strategic objectives and sustainable performance;
- Foster a performance-driven culture; and
- Ensure that remuneration practices are aligned with the interests of shareholders and other stakeholders.

The Policy provides guidance to the Board and the Remuneration & Nomination Committee (“R&N Committee”), which shall comprise only Non-Executive Directors, with a majority being Independent Directors, in determining and reviewing remuneration packages for:

- Non-Executive Directors (“NEDs”); and
- Executive Directors (including the Executive Vice Chairman and Managing Director).

This Policy applies to the Company and its subsidiaries (collectively referred to as “Group”), excluding associates where the Board does not exercise control over their management or operations.

REMUNERATION OBJECTIVES

The Group’s remuneration framework is designed to:

- Encourage behaviours that promote the Group’s core values, long-term growth, and sustainable value creation for stakeholders;
- Align rewards with corporate and individual performance, measured against clearly defined key performance indicators (“KPIs”);
- Be fair, equitable, and commensurate with the level of responsibility, business complexity, and individual contribution;
- Take into account external market benchmarks and industry practices to ensure competitiveness;
- Avoid unjust outcomes arising from factors beyond an individual’s control; and

- Comply with applicable laws, regulations, and governance principles.

REMUNERATION STRUCTURE

The main components of Directors' and senior management remuneration comprise the following:

Component	Description
Fixed salary	Monthly payment to Executive Directors and senior management which may not include a commission on or percentage of turnover and is determined based on:- <ul style="list-style-type: none">• Scope of duties and responsibilities;• Conditions and experiences required;• Ethical values, internal balance and strategic targets of the Group;• Company and individual performance;• Market pay level within the industry and in comparable companies; and• Scale and complexity of business operation.
Bonus	Variable performance-based component payable in cash, shares, or stock options to reward exceptional performance and achievement of KPIs. The R&N Committee applies both quantitative and qualitative assessments to ensure fairness and alignment with the Company's overall performance. Non-Executive Directors' remuneration shall not link to the financial performance of the Company or share price.
Fees	Fixed annual retainer paid to NEDs, not by a commission or percentage of profit or turnover, which is determined with reference to :- <ul style="list-style-type: none">• market competitiveness;• the qualifications, expertise and contribution expected;• responsibilities undertaken and committee participation; and• Number of Board and/or Board Committees' meetings attended.
Benefits-in-kind	Fringe benefits that are provided to Executive Directors and senior management as part of their employment, which may include Company vehicles, medical insurance and other allowances. In addition, they may receive other benefits that are appropriate in terms of the individual's role.
Meeting allowance	Payment to Non-Executive Directors for each meeting that they attended during the financial year.
Reimbursement of Expenses	Business-related expenses incurred in the discharge of Directors' duties, supported by receipts, shall be reimbursed by the Company in accordance with approved procedures.

Where Alternate Directors are appointed, any fees paid shall be deducted from the remuneration of the Appointing Director. The Board may propose additional components of remuneration, subject to shareholders' approval at a general meeting.

REMUNERATION PROCEDURES

In accordance with its Terms of Reference, the R&N Committee shall:

- Review and recommend to the Board the remuneration framework and packages for NEDs and Executive Directors;
- Evaluate performance against pre-determined KPIs and other benchmarks;

- Consider market competitiveness and prevailing economic conditions; and
- Seek independent external advice, where necessary, at the Company's expense.

The Committee shall review remuneration annually to ensure continued alignment with the Company's performance, strategic objectives, and market trends.

The remuneration of senior management is determined and approved by the Executive Directors, subject to periodic review and consistency with the Group's remuneration principles.

REPORTING AND MONITORING

The R&N Committee shall present its recommendations to the Board for deliberation and approval.

Executive Directors shall abstain from discussions and decisions concerning their own remuneration.

The Board collectively retains ultimate responsibility for determining the remuneration of all Directors.

Fees and benefits payable to Directors, including any compensation for loss of employment, shall be approved annually by shareholders at a general meeting.

Directors who are shareholders, or who represent controlling shareholders, shall abstain from voting on resolutions pertaining to their own remuneration.

DISCLOSURE

In accordance with the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, the Company shall disclose in its Annual Report:

- The details and breakdown of each Director's remuneration; and
- The aggregate remuneration of key senior management, where applicable.

Disclosure will cover all components including fees, salaries, bonuses, benefits-in-kind, share-based incentives, and other emoluments.

PUBLICATION AND REVIEW

The Policy shall be made available on the Company's website at www.ancomlogistics.com.my.

The Board shall review the Remuneration Policy at least once every three (3) years and make such amendments deemed necessary to ensure that it continues to be relevant, effective and in compliance with the Board's objectives, the Company's operational requirements, prevailing corporate governance best practices, and applicable laws and regulations.

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