

1. OBJECTIVE

This Board Diversity Policy (“Policy”) has been developed by MBM Resources Berhad (“MBMR”) as part of the Board Nominating and Remuneration Committee (“NRC”) Terms of Reference (“TOR”).

The objective of this Policy is to set out MBMR’s approach towards diversity on the Boards and the Senior Management of MBMR and its subsidiaries (hereinafter referred to as the “MBMR Group” and/or the “Group”), in line with the recommendations of the Malaysian Code of Corporate Governance.

2. SCOPE

This Policy applies to MBMR and all its Subsidiaries regardless of geographic location.

3. DIVERSITY

Diversity in this Policy refers broadly to the following:

- a. Skills, Knowledge, Expertise, Competencies and Experience
- b. Gender and Age
- c. Background and Ethnicity
- d. Independence

Diversity on the Board and among Senior Management should reflect the diverse nature of the business environment in which the Group operates.

4. POLICY STATEMENT

The Board recognises the value of appointing individuals who brings diverse opinions, skills, experience, backgrounds, characteristics, and competencies to its discussions and decision-making processes.

As such, it is the Board’s policy during the selection of new Directors and Senior Management personnel to take into account the diversity of the candidate’s skills, experience, age, cultural background and gender¹.

In reviewing the Board and Senior Management composition, the Board via the NRC will periodically assess and evaluate the diversity level and identify any gaps in terms of the skills, expertise, experience, gender, age and independence of its directors in accordance with the needs of the Company, the Group and its businesses.

¹ Practice 5.5 of MCCG 2021

5. MEASUREMENTS AND TARGETS

In efforts to create and maintain a diverse Board and Senior Management, the NRC will;

- Assess the appropriate mix of diversity (including gender, ethnicity and age), skills, experience and expertise required on the Board and Senior Management and address gaps if any;
- Develop protocols that do not discriminate and seek to include diverse candidates for the Board and Senior Management in any recruitment searches;
- Make recommendations to the Board in relation to appointments, and maintain an appropriate mix of diversity, skills, experience, and expertise on the Board and Senior Management;
- Periodically review and report to the Board on requirements in relation to diversity on the Board, if any.

The NRC will discuss and agree annually on all measurable objectives for achieving diversity on the Board and recommend them to the Board for adoption. The Board may periodically at the recommendation of the NRC seek to improve one or more aspects of its diversity and measure progress accordingly.

The NRC and the Board shall when identifying new candidates to fill positions, give due regard to meeting and maintaining 30% women representation on the Board² in so far as reasonably practicable while at the same time upholding its code of conduct on non-discrimination and providing equal opportunities to all based on qualification, merit and performance.

6. AMENDMENT AND REVIEW

The Board Diversity Policy is reviewed on an annual basis by the Board through the NRC where it considers various factors including the Board and Senior Management matrix and composition in line with any latest developments in regulations, guidelines or best practices issued or recommended by the relevant authorities.

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Last updated 16th April 2025

² Practice 5.9 of MCCG 2021