

FIBROMAT (M) BERHAD

Registration No. 201201037651 (1022133-V)

GENDER DIVERSITY POLICY

INTRODUCTION

The Board of Directors of ("the Board") of **Fibromat (M) Berhad** ("Fibromat" or "the Company") has set out the Gender Diversity Policy ("the Policy") which is intended for the Company and its subsidiary (collectively referred to as "the Group") to promote diversity for the Board and workforce of the Group.

Diversity in this context refers to age, gender, ethnicity, nationality, sexual orientation, cultural background, religious belief and social-economic status. Diversity also encompasses the way people differ in terms of education, life experience, job function, work experience, personality, location, marital status and career responsibilities.

This Policy is firmly aligned with the achievement of the Company's principles and value.

OBJECTIVES

The Company is committed to create a culture that promotes equal employment opportunity and eliminate any form of discrimination, racism, harassment and victimization in the Group. The Board strives to ensure her employees, customers, suppliers and public communities are treated with dignity and respect.

POLICY STATEMENT

Creating a diverse and inclusive culture is essential to the Group's success. A truly diversified Board can enhance the effectiveness, creativity and capacity of the Board and Group.

The Company's strategic intent for boardroom diversity is the attraction, retention and development of a diverse team of skilled people who are increasingly engaged towards the delivery of the Company's strategies as set out in this Policy.

1) **Board of Directors**

Identifying potential candidates and balancing the mix of skills, expertise and industry experience, gender, age, ethnicity and backgrounds of Directors in the recruitment and selection process;

Retaining Directors based on merit, in the context of skills, time commitments and experience for the effective functioning of the Board;

The Nominating Committee has to consider the following responsibilities:

- To take into consideration the benefits from boardroom diversity and to appoint candidates based on merit and without prejudice, when reviewing the Board's composition;

- To consider the balance of skills, experience, independence, knowledge and the diversity of representation on the Board, as part of the annual performance evaluation on the effectiveness of the Board, Board Committees and individual Directors;
- To implement this Policy and to monitor progress towards the achievement of these objectives; and
- Upon identifying the appropriate candidate to be appointed as director or board member, the Nominating Committee will make its recommendations to the Board for approval.

2) **Officers and Employees**

In line with promoting diversity in the workplace, the Board has established the following procedures:

- (i) All persons, regardless of age, gender, ethnicity, cultural background or other personal factors, with appropriate experience and qualifications will be considered equally when recruiting new staff.
- (ii) There will be no preference given to male applicants for a position and will ensure that any women with appropriate experience and qualifications are considered equally in the recruitment and selection process.
- (iii) The setting of the remuneration levels of the officers and employees regardless of age, gender, ethnicity, cultural background or other personal factors without bias.
- (iv) All decisions associated with career advancement, including promotions, transfers, and other assignments, will have to meet the Company's needs and be determined based on skills and merit regardless of age, gender, ethnicity, cultural background or other personal factors.

3) **Promotion of Women Participation**

The Company is committed to promoting the participation of women in the composition of its Board and Senior Management, with the aim of achieving at least 30% female representation at both levels, in line with the Malaysian Code on Corporate Governance ("MCCG").

To promote gender diversity at the Board and Senior Management levels, the Company will undertake the following strategies:

- recruit from a diverse pool of candidates, with a particular focus on identifying qualified female candidates for Director and Senior Management positions;
- identify specific factors during recruitment and selection processes that encourage gender diversity; and

- implement any other strategies the Board may develop from time to time to support gender diversity.

4) **Training**

All internal and external training opportunities will be based on needs regardless of age, gender, ethnicity, cultural background or other personal factors.

5) **Workplace Diversity Principles**

The Company is committed to workplace diversity ensuring that we value and respect our differences and that our workplace is fair, accessible, flexible and inclusive and free from discrimination.

Promoting workplace diversity is everyone's responsibility and includes:

- practising and promoting behaviour consistent with the Company's Code of Conduct;
- respecting different ways of thinking and using our employees' different perspectives to improve business outcomes;
- treat each other with respect and dignity;
- provide a safe, secure and healthy workplace;
- make decisions genuinely based on equity and fairness;
- value the diversity of people; and
- take appropriate action to eliminate discrimination

REVIEW

The Nominating Committee will review this policy from time to time to assess its effectiveness. Any revisions to the Policy as recommended by the Nominating Committee will be submitted to the Board for consideration and approval.

(This Gender Diversity Policy was approved and adopted by the Board on 18 September 2025)