



A-RANK BERHAD

Registration No: 200301031200 (633621-X)
(Incorporated in Malaysia)

**BOARD AND SENIOR MANAGEMENT
DIVERSITY POLICY**

(Approved by Board on 24 June 2025)

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1. INTRODUCTION

A-Rank Berhad (the “Company” or “A-Rank”) recognises the value of diversity in the composition of its Board of Directors (“Board”) and Senior Management. Diversity supports balanced decision-making, enhances governance quality, and strengthens overall performance.

By drawing from a wide range of backgrounds—including different skills, experience, gender, ethnicity, race and professionals’ perspectives - the Company is better positioned to navigate complex challenges and create long-term value for stakeholders. Promoting diversity at leadership levels is both a matter of good governance sound business strategy.

2. OBJECTIVES

The objectives of this policy are to:

- Promote the representation of diverse backgrounds, skills, and experiences in the Board and Senior Management;
- Avoid discrimination based on age, ethnicity, gender, nationality, political affiliation, race, religion, marital status, education, disability, or geographic origin;
- Ensure a structured and merit-based approach to the selection, retention, and development of Directors and Senior Management;
- Establish measurable objectives to monitor progress and ensure accountability.

The Policy revolves around the following key initiatives:

- Identifying and balancing different skills, experience, and backgrounds, including gender and ethnicity, among Directors and Senior Management;
- Retaining individuals based on merit, taking into account their skills, time commitment and contribution;
- Providing an inclusive and respectful environment where diverse perspectives are heard and respected;
- Preventing discrimination, bias, and harassment in all forms.

3. SCOPE

Board and Senior Management diversity is considered holistically across the following dimensions.

(a) Independence

A-Rank maintains a balanced composition of Executive, Non-executive and Independent Non-executive Directors. Independent Directors must have the stature and credibility to contribute to the Board’s independence and effectiveness in accordance with Paragraph 15.09 of the MMLR.

(b) Skills and Experience

The Board and Senior Management collectively possess a mix of relevant industry expertise in areas such as finance, law, governance, manufacturing, sustainability, operations, and strategy. A balanced skillset is crucial to steering the Group effectively in a competitive and regulated environment.

(c) Gender

The Board acknowledges the need to promote gender diversity in line with the Malaysian Code Corporate Governance and the Government’s target for women to fill 30% or more of the decision-making positions in corporate Malaysia.

While the Company does not have a specific target for female directors on the Board, suitably qualified female candidates who can contribute to the diversity of the Board, will be considered for appointment in the event that vacancies for directors arise or when a decision is made to increase the size of the Board.

(d) Ethnicity and Nationality

A-Rank values ethnically and culturally diverse leadership. Different national or ethnic backgrounds provide insights into varied markets, stakeholders, and communities, which strengthens decision-making and risk management.

(e) Age

Age diversity contributes to a dynamic and multi-generational leadership. While A-Rank does not fix any age limits, appointments are based on a candidate's ability to contribute meaningfully regardless of age.

4. MEASURES AND IMPLEMENTATION

4.1 Role of the Nomination Committee

The Nomination Committee ("NC") is responsible for:

- Identifying, evaluating, and recommending suitable candidates to the Board based on a balance of diversity dimensions;
- Reviewing and assessing the composition and performance of the Board and Senior Management annually;
- Setting and monitoring measurable objectives related to diversity;
- Reporting annually in the Corporate Governance Overview Statement on diversity progress and targets.

4.2 Recruitment and Selection Process

The following process shall be observed:

- Candidates may be nominated by existing Directors, Management, major shareholders or external advisors;
- The NC will assess candidates based on the appropriate mix of skills, experience, independence and diversity (including age, gender, and ethnicity);
- The NC shall make recommendations to the Board, and final decisions are made by the Board.

5. SUCCESSION PLANNING

A-Rank Berhad adopts a structured approach to succession planning for the Board and Senior Management to ensure leadership continuity and effective governance. Succession planning is overseen by the Nomination Committee ("NC"), which reviews the composition and performance of the Board periodically to assess future leadership needs.

The NC identifies and evaluates potential candidates based on merit, experience, skills, and diversity considerations. Candidates may be sourced through internal recommendations, professional networks, or external consultants. Final decisions on appointments are made by the Board.

This approach ensures the Company remains well-prepared for both planned and unforeseen changes in leadership, supporting long-term stability and strategic continuity.

6. REVIEW

The NC shall review and assess the effectiveness of the Policy as and when required and any recommendation for revisions shall be highlighted to the Board for consideration and approval.

This Policies is approved and adopted by the Board of Directors and NC of A-Rank Berhad on 24 June 2025.