

CARLO RINO GROUP BERHAD
(formerly known as CRG Incorporated Berhad)
Registration No. 200901037127 (880257-A)
Incorporated in Malaysia

GENDER DIVERSITY POLICY

1.0 Overview

- 1.1 Carlo Rino Group Berhad (formerly known as CRG Incorporated Berhad) (“CRG” or “Company”, and references to “CRG Group” or “Group” are to CRG and its subsidiaries) believes in diversity, and values the benefits that diversity can bring to its Board of Directors (“Board”) and management team.

Diversity (includes, but is not limited to, skills, experience, age, ethnicity, cultural background and gender) promotes the inclusion of different perspectives and ideas, mitigates against groupthink and ensures that the Company has the opportunity to benefit from all available talent. The promotion of a diverse Board and management team makes prudent business sense and promotes better corporate governance.

- 1.2 This Policy has been prepared in the context of CRG’s strategic approach to diversity and it is aligned with the achievement of the Group’s corporate objectives.
- 1.3 This Policy should be read together with the applicable listing requirements of Bursa Malaysia Securities Berhad.
(Note: This Policy is not intended to contain a comprehensive summary of the applicable legal principles. Board members requiring advise in respect of any matter referred to in this Policy may contact the Company Secretary of CRG)
- 1.4 This Policy is complementary to the applicable listing requirements of Bursa Malaysia Securities Berhad. Where there is a conflict between the contents of this Policy and the applicable listing requirements of Bursa Malaysia Securities Berhad, the relevant paragraphs/ rules in the applicable listing requirements of Bursa Malaysia Securities Berhad shall prevail.
- 1.5 In formulating this Policy, the Company has also taken into account the recommendations contained in the Malaysian Code on Corporate Governance 2021 (“MCCG”) issued by the Securities Commission Malaysia.

2.0 Scope and Application

- 2.1 This Policy applies to the Directors and management team within CRG Group’s business operation.

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2.2 This Policy does not form part of an employee's contract of employment with the Company or its subsidiary, nor does it give rise to contractual obligations.

3.0 Approach

3.1 Having due regard to the benefits and needs of the Board and the management team, the selection of candidates will base on a range of diverse perspectives, including but not limited to professional experiences, business experiences, skills, knowledge, competencies, commitment, integrity, gender, age, ethnicity and educational background. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board as well as the management team to support the execution of business strategies for the Group.

3.2 Appointments to the Board and the management team are considered without any bias or discrimination, of which the Group shall avoid practices that discriminate, amongst others, one's gender, marital status, race, nationality, ethnicity or age.

3.3 The Company shall inculcate a boardroom culture and environment that is free from harassment and discrimination, in order to attract and retain female participation on the Board and the management team of the Group.

3.4 To avoid mismatch and ineffective appointment of the female Directors, the Company shall at all times maintain the prescribed number of female director(s) in the applicable listing requirements of Bursa Malaysia Securities Berhad on the Board, and will actively work towards having more female Directors on the Board and the management team of the Group.

4.0 Diversity Strategies

4.1 The Board will undertake the following strategies to promote gender diversity at the Board and management levels:

- recruiting from a diverse pool of candidates for female Directors and management teams;
- reviewing succession plans to ensure an appropriate focus on gender diversity;
- identifying specific factors to take into account the recruitment and selection processes to encourage gender diversity; and
- any other strategies the Board may develop from time to time.

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5.0 Monitoring and Evaluation

5.1 The Board will review and monitor the implementation of this Policy to ensure its applicability and effectiveness, from time to time.

6.0 Reporting

6.1 In accordance with the applicable listing requirements of Bursa Malaysia Securities Berhad on the disclosure of Corporate Governance Statements based on the MCCG in Annual Reports, the Company will disclose in its Annual Reports, the proportion of women participation at the Board and management level and the Group's policy on gender diversity for the Board and management team.

7.0 Periodic Review

7.1 This Policy shall be reviewed by the Board as and when is necessary.

[End]

Document ID	Version	Approval
Gender Diversity Policy	V1	Approved by the Board on 01 July 2023 Effective date: Upon listing on ACE Market of Bursa Malaysia Securities Berhad

Words denoting the singular shall, where applicable, include the plural and vice versa, and words denoting the masculine gender shall, where applicable, include the feminine and/or neuter gender, and vice versa. References to persons shall include corporations, unless otherwise specified.

A reference to a statute or a statutory provision herein shall be deemed to include any modification, re-enactment or consolidation thereof and any regulations, rules, orders, guidelines, practice notes, practice directives, circulars or other statutory instruments made pursuant thereto.