

ARROW SYSTEMS GROUP



ASM AUTOMATION GROUP BERHAD
[Registration No. 202401033717 (1579565-M)]

GENDER DIVERSITY POLICY

Section: All Departments	Ref No: GDP01
Policy: Gender Diversity Policy	Latest Issued Date: 25 June 2025

1. Introduction

The Board of Directors (“the Board”) of ASM Automation Group Berhad (“the Company”) has adopted this Gender Diversity Policy (“Policy”), which applies to the Company and its subsidiary company (“the Group”) as a whole.

This Policy is designed to support and align with the Group’s overall business objectives, core values, and guiding principles, reinforcing its commitment to fostering a diverse and inclusive workplace.

2. Objectives

The Group recognises the importance of gender diversity in shaping the composition of the Board and Key Senior Management. To ensure the effective appointment of Directors or Senior Management, the Company values diversity in its leadership and is committed to fostering a gender-diverse Board and Key Senior Management team. We believe that balanced representation across gender, age, and ethnicity is essential for equitable decision-making, strengthening our business strategies, and enhancing overall corporate performance. This Policy sets forth our commitment to achieving and sustaining a 30% female representation on our Board and within Key Senior Management team.

3. Policy Statement

Building a diverse and inclusive culture is integral to the Group’s long-term success. A Board and workforce that reflect diverse backgrounds and perspectives can significantly enhance the effectiveness, creativity, and overall capacity of the organisation.

The Company’s strategic intent with respect to diversity is to attract, retain, and develop a diverse team of talented individuals who are actively engaged and aligned with the successful execution of the Group’s strategic objectives, as outlined in this Policy.

The Company’s diversity strategies include:

- (a) Recruiting from a diverse pool of candidates;
- (b) Reviewing succession plans to ensure an appropriate focus on gender diversity;
- (c) Identifying specific factors to encourage gender diversity in the recruitment and selection processes;
- (d) Securing equal treatment in general working conditions/environment and rights, including wages and promotion opportunities;
- (e) Developing programmes to build a broader pool of skilled and experienced Senior Management, including workplace development, mentoring and targeted training programmes;
- (f) Practising and promoting behaviours consistent with the Company’s Code of Conduct;
- (g) Treating all individuals with respect and dignity;
- (h) Providing a safe, secure, and healthy workplace;
- (i) Making decisions based on equity and fairness;
- (j) Valuing the unique contributions of each individual; and
- (k) Taking appropriate action to prevent and eliminate discrimination.

3.1 Board Representation

- The Company believes that a diverse Board provides a variety of perspectives, enriches the decision-making process, mitigates the risk of groupthink or uncritical conformity, and fosters constructive debates.
- The appointment of Directors is guided by a merit-based approach, ensuring that individuals are selected based on their skills, experience, expertise, and industry knowledge.
- At the same time, the Board is committed to promoting gender diversity and strongly supports the best practices recommended by the Malaysian Code on Corporate Governance of achieving at least 30% female representation on Boards of public companies.
- If at any time the composition of women on the Board falls below this 30% target, the Board is committed to disclosing actions it has taken, or intends to take, to achieve this target, along with an estimated timeframe for achieving it.
- Board appointments are made in accordance with the Company's Constitution, with careful evaluation of candidates' capabilities, commitment, and the necessary blend of skills, industry knowledge, and experience aligned with the Group's long-term vision.
- Additionally, the Board and the Nomination Committee of the Company continuously assess the skills, expertise and experience of its Directors to ensure they are well-equipped to address both current and emerging challenges. This ongoing evaluation helps ensure that the Board maintains the right mix of governance acumen and strategic insight to effectively oversee management and drive the Company forward.

3.2 Key Senior Management and Employees

- "Key Senior Management" refers to individuals whom the Company regards as critical to the Group's operations and leadership, including those with primary responsibility for the core business operations of the Company and its principal subsidiaries.
- The Managing Director is responsible for providing executive leadership necessary to ensure the long-term success and sustainability of the Group and integrating the Board's approved policies, including this Policy, into the recruitment and development of the Group's Senior Management.
- To support the Group's commitment to diversity and inclusion in the workplace, the Company has established the following guiding procedures:

(a) Equal Opportunity in Recruitment

All candidates with the appropriate experience and qualifications will be given equal consideration during the recruitment process, regardless of gender, ethnicity, cultural background, age or other personal attributes.

(b) Non-Discriminatory Selection Practices

There shall be no gender or other discriminatory preferences for any position. The recruitment and selection process shall be based solely on the individual's merit, skills, and suitability for the role.

(c) Fair Remuneration Practices

Remuneration for management and employees shall be determined without bias, irrespective of age, gender, ethnicity, cultural background, or other personal factors.

(d) Merit-Based Career Advancement

Decisions related to career progression—including promotions, transfers, and other assignments—shall be based on the Group's operational needs and the individual's qualifications, competencies, and performance, without regard to age, gender, ethnicity, cultural background, or other personal characteristics.

4. Implementation and Accountability

The Board and the Nomination Committee will continually monitor and assess progress toward these gender diversity targets, prioritizing transparent disclosure and accountability. The Group recognises that diverse perspectives contribute significantly to our long-term success and are committed to fostering inclusive and diverse leadership.

5. Training and Development

All internal and external training and development opportunities shall be provided based on identified needs and relevance to the employee's roles and responsibilities, irrespective of age, gender, ethnicity, cultural background, or other personal factors.

6. Revision of this Policy

The Board shall periodically review and assess the effectiveness of this Policy to ensure that it aligns with relevant legislation and continues to support the Group's objectives. Any amendments to this Policy shall be tabled for deliberation and approved by the Board.

The provisions of this Policy can be amended and supplemented from time to time by a resolution of the Board.

7. Published at the Website

This Policy is made available on the Company's website.