GENDER DIVERSITY POLICY

1. PURPOSE

1.1 The Malaysian Code on Corporate Governance ("MCCG") recommend that the Board establish a policy formalising its approach to boardroom diversity, explicitly disclosing in its Annual Report its gender diversity policies, targets, and measures taken to meet those targets.

1.2 The Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") mandate that a listed issuer must ensure that its board comprises at least one (1) woman Director.

1.3 The purpose of this Gender Diversity Policy ("Policy") is to set out the approach to gender and broader diversity on the Board of Directors of Hartalega Holdings Berhad ("Board") and within Senior Management, in alignment with the Company's Board Charter.

2. PRINCIPLES OF THE GENDER DIVERSITY POLICY

2.1 The Company recognises and embraces the benefits of having a diverse Board and Senior Management team. Increasing diversity across all levels is seen as an essential element in maintaining corporate resilience, fostering innovation, and driving competitive advantage.

2.2 A truly diverse Board and Senior Management will make good use of differences in skills, industry experience, background, race, age, culture, gender, and other personal qualities. These differences will be considered in determining the optimum composition of the Board and Senior Management to ensure balanced decision-making.

2.3 All Board and Senior Management appointments are made on merit, in the context of the skills, experience, and objectivity the Board and Senior Management as a whole require to be effective.

2.4 The Nomination Committee ("NC") reviews and assesses Board composition on behalf of the Board, oversees the annual assessment of Board effectiveness, and recommends the appointment of new Directors.

2.5 In identifying suitable candidates for appointment to the Board and Senior Management, the NC will consider candidates on merit against objective criteria, incorporating the Company's Directors' Fit and Proper Policy, with due regard for the benefits of diversity.

2.6 To ensure active identification of women candidates, the NC shall look beyond executive search firms or management recommendations, utilizing independent sources (such as director registries and professional bodies) where necessary.

3. MEASURES AND TARGETS ON GENDER DIVERSITY

In alignment with the MMLR and Section 2.0 of the Board Charter, the Board is committed to the following measures and targets:

a) Statutory Compliance (MMLR): The Board shall comprise at least one (1) woman Director at all times, as mandated under Paragraph 15.02 of the Bursa Malaysia MMLR.

b) Target Benchmark (MCCG & Board Charter): The Board strives to achieve and maintain at least 30% women representation on the Board.

c) Talent Pipeline & Succession Planning: The NC is responsible for ensuring that gender diversity objectives are embedded into Board recruitment, performance evaluation, succession planning, and executive development programs.

d) Inclusive Working Environment: The Company shall maintain a working environment free from harassment and discrimination to successfully attract, retain, and develop women leaders at the Board, executive, and operational levels.

4. REVIEW AND DISCLOSURE

4.1 The NC shall monitor the implementation of this Policy and conduct an annual review of the measures and progress made toward achieving the gender diversity targets set out herein.

4.2 In accordance with the MCCG and MMLR, the Board shall explicitly disclose in its Annual Integrated Report:

a) The gender diversity policy, targets, and timeframes;

b) The measures undertaken to meet the gender diversity targets; and

c) The proportion of women participation on the Board.

4.3 This Policy shall be published on the Company's corporate website and reviewed periodically by the Board to reflect changes in law, regulatory guidelines, or corporate strategy.

This Gender Diversity Policy was reviewed and approved by the Board of Directors on 4 August 2026.