KK MART RETAIL BERHAD

REGISTRATION NO.: 202301037992 (1531914-U)

DIVERSITY POLICY

1. INTRODUCTION

Guidance to Practice 5.10 of the Malaysian Code on Corporate Governance ("**MCCG**") recommends that the participation of women in decision-making positions should not be focused on board positions alone but should be broadened to include members of Key Senior Management as the same benefits apply. The Board of Directors of KK Mart Retail Berhad ("**Company**") ("**Board**") should establish a diversity policy formalising its approach to boardroom diversity to support the participation of women on the Board as well as being part of Key Senior Management. The Board through its Nomination and Remuneration Committee ("**NRC**") should take steps to ensure that women candidates are sought as part of its recruitment exercise. The Board should explicitly disclose in the annual report its diversity policy for the Board and Key Senior Management.

2. OBJECTIVES

2.1 The objectives of the Diversity Policy ("**Policy**") are to:

(a) enhance the performance of the organisation by recognising and utilising the contributions of diverse skills and talents;
(b) promote a diverse and inclusive culture that reflects the realities of society and strengthens strategy formulation and risk management; and
(c) ensure that all appointments are made based on merit, with due regard for diversity in skills, experience, age, cultural background, and gender.

2.2 The Company recognises that board diversity is an essential element in maintaining a competitive advantage.

2.3 Diversity encompasses various areas such as ethnicity, age, gender, nationality, religious beliefs, marital or family status, cultural background, socio-economic background and physical ability. These differences will be considered in determining the optimum composition of the Board and when possible, should be balanced appropriately.

2.4 In reviewing the Board composition, the NRC will consider the benefits of all aspects of diversity to maintain an appropriate range and balance of skills, experience and background of the Board.

2.5 The Board should comprise at least 30% women directors. If the composition of women on a Board is less than 30%, the Board shall disclose the action it has or will be taking to achieve 30% or more and the timeframe to achieve this.

2.6 "Key Senior Management" refers to a person, who in the opinion of the Company, is the key senior management of the Company and its subsidiaries ("**Group**"), and must include a person who is primarily responsible for the business operations of the Company's core business and principal subsidiaries.

3. INITIATIVES

3.1 This Policy is premised on the following initiatives:-

(a) to foster an inclusive culture – involving both men and women in fostering an inclusive culture that upholds the central principle of meritocracy;

(b) to improve talent management – embedding diversity initiatives into the broader talent management processes in order to support the development of all talent, including an increase in the representation of women in management roles;

(c) to develop a work environment and equitable culture that values and utilises the contributions of employees from diverse backgrounds, experiences and perspectives through awareness of the benefits of workforce inclusivity and diversity and successful management of diversity; and

(d) to create awareness in all employees of their rights and responsibilities with regard to fairness, equity and respect for all aspects of diversity.

4. RESPONSIBILITIES

4.1 The Board is responsible for the oversight of this Policy and its objectives. The responsibility for monitoring progress towards achieving these objectives as well as the selection and evaluation of Directors and Key Senior Management is delegated to the NRC.

4.2 The NRC proactively reviews the diversity objectives set by the Board and monitors the Company's progress in achieving the standards and expectations outlined in this Policy through the following actions:-

(a) identifying and maintaining a balanced mix of skills, industry experience, background, gender and age among Directors and Key Senior Management personnel;

(b) retaining Directors and Key Senior Management personnel based on merit, taking into account skills, experience and time commitment in order for the Board and Key Senior Management to be effective while also considering diversity objectives; and

(c) reviewing and assessing the composition of the Board and Key Senior Management and making recommendations on new appointments of Directors and Key Senior Management personnel in line with the Policy.

4.3 The NRC is responsible for the following:-

(a) considering the benefits of diversity while ensuring that appointments to the Board and Key Senior Management are based on merit; and

(b) evaluating the balance of skills, experience, independence, knowledge and diversity on the Board, as part of the annual assessment of the effectiveness of the Board, Board Committees and individual Directors.

5. DISCLOSURE

The Board shall disclose the Policy and the percentage of women participation at the Board level in the Company's Annual Report, in compliance with Paragraph 15.08A(3)(a) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Listing Requirements**").

6. REVIEW OF POLICY

6.1 This Policy was adopted by the Board on 8 June 2026 and is made available on the Company's website at https://www.kkmartretail.my.

6.2 The NRC shall review this Policy from time to time and make the necessary amendments taking into consideration the needs of the Group as well as any changes to the MCCG, Listing Requirements or any other regulatory requirements to ensure that it continues to remain relevant and appropriate.

6.3 Any amendments to this Policy shall be tabled to the Board for approval and made available on the Company's website.

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