



DIVERSITY POLICY

The Board is pleased to set out below the Company's approach on the Board's diversity as recommended by the Malaysian Code on Corporate Governance.

Policy

The Company is committed to actively managing diversity as a mean of enhancing the Company's performance by recognising and utilising the contribution of diverse skills and talent from its Directors, officers and employees.

Diversity involves the recognition and valuation of the unique contribution a person can make based on the individual background and different skills, experiences and perspectives, including the person's co-existing domestic responsibilities. Diversity may result from a range of factors, such as age, gender, ethnicity, cultural background or other personal factors. The Company values the differences between its people and the contribution these differences make to the Company.

1. Role of the Board

It is the responsibility of the Board to foster an environment where:

- (a) Individual differences are respected.
- (b) The ability to contribute and access employment opportunities is based on performance, skill and merit.
- (c) Inappropriate attitudes, behaviours and stereotypes are confronted and eliminated.

2. Objectives

With a view to achieving a sustainable and balanced development, the Company sees increasing diversity at the whole organisation as an essential element in supporting the attainment of its strategic objectives and its sustainable development in the market. The Company encourages diversity in employment, and in the composition of its Board, as a means of ensuring the Company has an appropriate mix of skills and talent to conduct its business and achieve the Company's goals.

Specifically, the Company will provide equal opportunities in respect to employment and employment conditions, including:

- (a) Hiring: The Board will ensure appropriate selection criteria based on diverse skills, experience and perspectives is used regardless of age, gender, ethnicity, cultural background or other personal factors when hiring new staff, including Board members. Job specifications, advertisements, application forms and contracts will not contain any direct or inferred discrimination. The Board is empowered to engage professional consultants to assist in the hiring process by presenting diverse candidates to the Company for consideration. There will be no preference given to male applicants for a position and will ensure that any women with appropriate experience and qualifications are considered equally in the recruitment and selection process.
- (b) Training: All internal and external training opportunities will be based on merit and in light of Company and individual's needs regardless of age, gender, ethnicity, cultural background or other personal factors. The Board will consider senior management training and executive mentoring programs to develop skills and experiences to prepare the employees to be eligible for positions in senior management and board member.



(c) Career Advancement: All decisions associated with career advancement, including promotions, transfers, and other assignments, will meet the Company's needs and be determined based on skill and merit regardless of age, gender, ethnicity, cultural background or other personal factors.

3. Achieving Diversity

The Company recognises the importance of having participation of women in its Board and within senior management.

However, the Company will not rush into identifying women to be enrolled in its Board and senior management as the person selected must be able to contribute positively to the Company. The Nomination Committee has been delegated by the Board to continuously identify candidates with diverse skills and talent that can contribute to the Company. Upon identifying the appropriate candidate for position in the Board or senior management, the Nomination Committee will then make the recommendation on the same to the Board for approval.

4. Work Environment

The Company will ensure that all officers, employees and contractors have access to a work environment that is free from harassment. The Company will not permit unwanted conduct based on an officer, employee or contractor's personal circumstances or characteristics.

The Board and senior managers are required to ensure that the work environment is harassment free, and to ensure that complainants or reports of sexual, racial or other harassment are treated seriously, confidentially, and sympathetically by the Company.

Promoting workplace diversity is everyone's responsibility and includes:

- practising and promoting behaviour consistent with the Company's Code of Conduct;
- respecting different ways of thinking and using our employees' different perspectives to improve business outcomes;
- treating each other with respect and dignity;
- providing a safe, secure and healthy workplace;
- making decisions genuinely based on equity and fairness;
- valuing the diversity of people; and
- taking appropriate actions to eliminate discrimination.

5. Reporting Responsibility

It is the responsibility of all Directors, officers and employees to comply with the Company's Diversity Policy and report violations or suspected violations in accordance with the Diversity Policy.

Any breach of compliance with the Diversity Policy is to be reported directly to the Chairman of the Board or the Chairman of the Audit Committee.

The contact details of the Chairman of the Board and the Audit Committee where concerns can be raised by the employees are as follows:

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|-----------------------|---------------------------------|
| Chairman of the Board | Chairman of the Audit Committee |
| Email: am@lh-ag.com | Email: kenneth.ckk73@gmail.com |



富佳木業有限公司

FOCUS LUMBER BERHAD

Registration No. 198901011405 (188710-V)

Anyone breaching this Diversity Policy may be subject to disciplinary action, including termination.

6. Summary of Diversity Policy

The Board has adopted a Diversity Policy which describes the Company's commitment to ensuring a diverse mix of skills and talent exist amongst its Directors, officers and employees, to enhance Company performance. The Diversity Policy addresses equal opportunities in the hiring, training and career advancement of Directors, officers and employees. The Board is responsible for monitoring Company performance in meeting the Diversity Policy requirements.

The Board will review the Diversity Policy as necessary to ensure that the Policy meets the objectives of relevant legislations and remains effective for the Company. The Board may implement changes to the Diversity Policy from time to time, subject to the prior approval from the Board of Directors.

Reviewed and adopted on 16 April 2026.

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