



Board Diversity Policy

1. PURPOSE

The purpose of this Board Diversity Policy ("Policy") is to set out the approach to diversity on the Board of Directors ("Board") of Fraser & Neave Holdings Bhd ("F&NHB" or "Company").

2. SCOPE

This Policy applies to the Board only.

3. POLICY STATEMENT

The Company recognises and embraces the importance of a diverse board for effective decision making, and views diversity at the board level as an essential measure of good corporate governance and an attribute of a well-functioning board. A diverse board will leverage differences in thought, perspective, knowledge, skills, regional and industry experience, cultural and geographical background, age, ethnicity, race and gender.

The Nominating Committee is responsible for reviewing and assessing board composition for recommendation to the Board, recommending the appointment of new directors, and overseeing the conduct of the annual evaluations of the Board, Board Committees and Individual Directors.

In reviewing board composition, the Nominating Committee will consider the benefits of all aspects of diversity, including those described above, to maintain an appropriate balance of skills, background, experience and knowledge of the Board. The Board as a whole should possess all the skills, experience, and functional expertise necessary to oversee the strategic direction of the Company. The Nominating Committee will also consider the balance of skills, background, experience and knowledge on the Board and the diversity representation of the Board as part of the annual evaluations of the Board, Board Committees and Individual Directors.

The Nominating Committee will review annually the required mix of skills, knowledge, experience, qualities, gender, nationality and age including core competence, which non-executive directors should bring to the Board and the time required of non-executive directors to fulfil their duties.

4. MEASUREABLE OBJECTIVES

Selection of candidates for appointment to the Board will be based on a range of diversity perspective, including but not limited to gender, age, cultural and educational background, professional experience, skills and knowledge. Any search firm engaged to assist the Nominating Committee and/or the Board in identifying candidates for appointment to the Board will be specifically directed to include diverse candidates generally, and multiple women candidates. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board.

Directionally, the Board will work towards having 30% female directors on the Board, and will over time, induct more suitable female directors with the right knowledge and skills to improve the Board composition.

5. REVIEW OF THIS POLICY

The Board shall review this Policy at least annually in the light of new best practices and new legal or regulatory requirements.

6. DISCLOSURE OF THIS POLICY

This Policy will be published on the Company's corporate website.

(End of Policy)