



## BOARD DIVERSITY POLICY

### 1. PURPOSE

This Board Diversity Policy sets out the policy and framework for promoting diversity on the Board of Directors (the “**Board**”) of Hong Leong Asia Ltd. (“**HLA**”).

### 2. POLICY STATEMENT

The Board recognizes that a diverse Board is an important element which will better support HLA’s achievement of its strategic objectives for sustainable development by enhancing the decision-making process of the Board through the perspectives derived from the various skills, business experience, industry discipline, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service and other distinguishing qualities of the Directors.

When reviewing and assessing the composition of the Board and making recommendations to the Board for the appointment of Directors, the Nominating Committee (“**NC**”) of HLA will consider all aspects of diversity in order to arrive at an optimum balanced composition of the Board.

As gender is an important aspect of diversity, the NC will strive to ensure that:

- (a) if external search consultants are used to search for candidates for Board appointments, the brief will include a requirement to present female candidates;
- (b) when seeking to identify a new Director for appointment to the Board, the NC will request for female candidates to be fielded for consideration;
- (c) female representation on the Board be continually improved over time based on the set targets of the Board; and
- (d) at least one female Director be appointed to the NC.

The final decision on selection of Directors will be based on merit against objective criteria that complement and expand the skills and experience of the Board as a whole, and after having given due regard to the overall balance and effectiveness of a diverse Board.



### **3. SETTING TARGETS**

The NC will discuss and agree annually on the relevant measurable targets and timelines for promoting and achieving diversity on the Board and make its recommendations with accompanying plans and timelines for consideration and approval by the Board. The targets may involve at any given time, one or more aspects of board diversity with different timelines for achievement.

### **4. IMPLEMENT AND REPORT**

The NC will be responsible for ensuring that this Board Diversity Policy is implemented in an effective and practical manner. It will report to the Board annually on the progress made towards achieving the targets set for promoting diversity as described in this policy, and disclose this policy in the Company's annual report together with the following:

- (a) the targets set to achieve diversity;
- (b) the accompanying plans and timelines for achieving the targets;
- (c) the progress made by the Company in achieving the targets within the timelines set; and
- (d) a description of how the combination of skills, talents, experience and diversity of its Directors serves and meets the needs of the Company.

### **REVIEW OF POLICY**

The NC will review this Policy from time to time, as appropriate, for an assessment of its relevance and effectiveness and will recommend changes, as appropriate, to the Board.