



JG SUMMIT
HOLDINGS, INC.

POLICY

Group	GOKONGWEI GROUP OF COMPANIES	Document No. JG CMS Bulletin No. 2025-14	Page 1 of 5
Company	JG SUMMIT HOLDINGS, INC. (JGSHI)	Reference (Old Doc.) No. JG CGMS Bulletin No. 2018-20	Revision No. 1
Business Unit	CCU	Document / Revision Date 13 November 2025	
Chapter	CORPORATE GOVERNANCE	Effectivity (Approval Date): 13 November 2025	
Section	BOARD COMPOSITION AND STRUCTURE	Approved by:	
Subject	AMENDED BOARD DIVERSITY POLICY	(Minutes of Meeting) BOARD OF DIRECTORS	

POLICY STATEMENT	JG Summit Holdings, Inc. (“Company”) recognizes the benefits of having a diverse Board and its value in maintaining sound corporate governance while achieving strategic objectives and sustainable growth.
OBJECTIVE	The Board Diversity Policy (“Policy”) aims to establish the approach, define measurable objectives, and outline a framework for continuously achieving and maintaining a diverse Board, as aligned with the Company’s Corporate Governance Manual and Board Charter.
SCOPE AND COVERAGE	This Policy applies to the Board of Directors. It does not apply to diversity in relation to employees of the Company, which is covered by the internal guidelines of the respective company Human Resources Groups.
GENERAL POLICIES	<ol style="list-style-type: none"> 1. The Company shall promote Board diversity by fostering an inclusive environment that strengthens governance, enhances decision-making, supports the achievement of long-term strategic objectives, and contributes to balanced organizational development. 2. When structuring the Board’s composition, diversity shall be assessed from various perspectives, including but not limited to gender, age, culture, educational background, geographical location, professional experience, skills, knowledge, length of service, and other regulatory requirements. The Board shall likewise strive to ensure independence within its membership and may consider increasing female representation on the Board. 3. The varied aspects of diversity shall be considered and appropriately balanced in determining the optimum composition of the Board.
MEASURABLE OBJECTIVES	<ol style="list-style-type: none"> 4. To ensure that the Board’s measurable diversity objectives are met, the Governance Nomination, Remuneration and Sustainability Committee (“the Committee”) shall utilize a Board Matrix (“Matrix”), which outlines the current mix of attributes, skills, competencies, experience and affiliations of members, as well as other qualities that the Board is looking for to strengthen and complement its existing composition. The Matrix further identifies factors that are important for the Board’s overall composition, and highlights areas that are relevant and aligned with JGSHI’s strategic objectives as a company engaged in diverse businesses, including but not limited to,



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food and beverage, airline, property development, and petrochemical manufacturing, with affiliations with telecommunication, power, and banking.

Through the adoption of this measurable objective, the Company ensures that the Board maintains the right balance of diversity, expertise, and industry experience to provide effective oversight, foster innovation, and create sustainable value for all stakeholders.

Strategic Objectives	General Attributes	
Diversity Criteria	Gender: Mix of male and female directors	✓
	Age: Mix of generations for balanced perspectives	✓
	Ethnicity: Representation from any nation/culture	✓
Objective, Financial and Non-Financial Goals		
How-to-Win/ Strategic Enablers	Expertise in any of the following fields:	
	Leadership and Strategy	✓
	Corporate Governance and Compliance	✓
	Environment, Social, Sustainability and Climate Change	✓
	Accounting/Audit/Internal Control	✓
	Risk Management	✓
	Business Management/Operations	✓
	Legal and Regulatory	✓
	Economics	✓
	Finance and Investments	✓
	Sales/Marketing/Communications	✓
	Technology and Digital Transformation	✓
	Human Capital and Talent Management	✓
International/Global Business	✓	
Where-to-Play/ Investment Portfolio	Experience in any of the following industry:	
	Banking and Financial Services	✓
	Oil and Gas	✓
	Aviation and Transport	✓
	Food and Beverage Manufacturing	✓
	Real Estate and Property Development	✓
	Telecommunications and Digital Infrastructure	✓
Power and Energy	✓	



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<p>MONITORING AND REPORT</p> <p>Annual Reporting</p>	<table border="1" style="width: 100%;"> <tr> <td>Petrochemicals</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Insurance</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Infrastructure and Logistics</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Hotels and Hospitality</td> <td style="text-align: center;">✓</td> </tr> </table>	Petrochemicals	✓	Insurance	✓	Infrastructure and Logistics	✓	Hotels and Hospitality	✓
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<p>DISCLOSURE</p>	<p>5. The Committee shall likewise:</p> <p style="margin-left: 20px;">5.1. Review and assess the structure, size and composition of the Board;</p> <p style="margin-left: 20px;">5.2. Examine the selection standards, nomination and recruitment process for Directors; and</p> <p style="margin-left: 20px;">5.3. Review at least once a year the independence of Board members.</p> <p>6. The Committee shall oversee the conduct of the annual review of Board effectiveness. This review shall assess the benefits of all aspects of diversity, including, but not limited to those described above, to ensure the Board can discharge its duties and responsibilities effectively. Every three (3) years, the Committee may engage an external facilitator to support the assessment.</p> <p>7. As part of the annual performance evaluation of the effectiveness of the Board, Board Committees and individual Directors, the Committee shall assess: the balance of skills, experience, independence and knowledge of the Company and the diversity representation, how effectively the Board works together as a unit and other factors relevant to its overall performance.</p> <p>8. The Committee shall report annually on the process it adopted for Board appointments.</p> <p>9. The Company shall:</p> <p style="margin-left: 20px;">9.1. Publish this Policy and the final composition of the Board in the Corporate Governance section of its website for public information; and</p> <p style="margin-left: 20px;">9.2. Disclose a summary of this Policy, along with the measurable objectives for its implementation, in the Annual Corporate Governance Report.</p>								



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POLICY REVIEW	The Committee shall review the Policy annually to assess its effectiveness. The Committee shall discuss and recommend amendments to the Board, as it deemed necessary.
EFFECTIVITY CLAUSE	This Policy shall take effect upon approval by the Board of Directors and shall continue to be in full force unless superseded by new polices and guidelines.

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