

IOI CORPORATION BERHAD (9027-W)

BOARD DIVERSITY POLICY

The Board of IOI Corporation Berhad (the “**Company**”) recognises the value of appointing individual Directors who bring a variety of diverse opinions, perspectives, skills, experiences, backgrounds and orientations to its discussions and its decision-making processes. It believes that debate at Board meetings will be more open, balanced and wide ranging if a significant degree of diversity can be achieved amongst its members. Healthy discussions involving a wide range of views will, we believe, ultimately bring about better board decisions.

The Board’s policy is to consider candidates from a wide variety of backgrounds, without discrimination based on gender, age, training, vocation, religion and ethnic group. An overriding principle is that all appointments to the Board will be based upon merit and suitability of the candidate to the particular role being filled. Subject to this overriding principle, the Board will always have regard to the need to consider candidates from different backgrounds.

The Governance, Nominating and Remuneration Committee (the “**Committee**”) reviews and assesses Board composition on behalf of the Board and recommends the appointment of new Directors. The Committee also oversees the conduct of the annual review of Board effectiveness.

- In reviewing Board composition, the Committee will consider the benefits of all aspects of diversity including, but not limited to, those described above, in order to maintain an appropriate range and balance of skills, experience and background on the Board.
- In identifying suitable candidates for appointment to the Board, the Committee will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board.
- As part of the annual performance evaluation of the effectiveness of the Board, Board committees and individual Directors, the Committee will consider the balance of skills, experience and independence on the Board and the diversity representation of the Board.

The Board recognises the challenges in achieving the right balance of diversity on the Board. This will be done over time, taking into account the present size of the Board, the valuable knowledge and experience of the present Board members and the evolving challenges to the Company over time.