



China Flavors and Fragrances Company Limited

中國香精香料有限公司

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 3318)

BOARD DIVERSITY POLICY

(adopted by the Company on 16 January 2019)

1. PURPOSE

This Policy aims to set out the modus operandi to achieve diversity on the board of directors (the “**Board**”) of China Flavors And Fragrances Company Limited (the “**Company**”) so that the Board members possess the skills, experience and diversity of perspectives which shall enhance the effectiveness and performance of the Board of the Company.

2. GENERAL POLICY

- 2.1 In order to strengthen the business development of the Company, enhancement of the effectiveness and performance of the Board are the fundamental and vital elements. The Company believes that diversity at the Board level can intensify these fundamental elements.
- 2.2 The Board diversity shall consider from, including but not limited to, gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. All the appointments of the Board members shall be based on the positive contribution to be brought by the proposed candidate to the Company, its subsidiaries and/or its affiliated companies of the group.

3. MEASURABLE OBJECTIVES

Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board.

4. MONITORING AND REPORTING

The Nomination Committee will report annually, in the Corporate Governance Report, on the Board’s composition under diversified perspectives, and monitor the implementation of this Policy.

5. REVIEW OF THIS POLICY

The Nomination Committee will review this Policy, as appropriate, to ensure the effectiveness of this Policy. The Nomination Committee will discuss any revisions that may be required, and recommend any such revisions to the Board for consideration and approval.

6. DISCLOSURE OF THIS POLICY

- 6.1 This Policy will be published on the Company's website for public information.
- 6.2 A summary of this Policy together with the measurable objectives set for implementing this Policy, and the progress made towards achieving those objectives will be disclosed in the Corporate Governance Report of the Company annually.