POLICIES

Document Name		Board Diversity Policy	
Document Number		01/2026	
Applicable To		KAL Group Ltd	
Document Owner (Division)		Name of Division	
Date Reviewed	10 February 2022	**Policy Review Frequency**	Every 5 years
Next review date based on frequency		10 February 2027	
Approved By	KAL Group Ltd Board		
Date Approved	10 February 2022	**Effective Date**	10 February 2022

1. Purpose

This diversity policy sets out the broader approach to diversity for the board of directors (the "**Board**") of the KAL Group Ltd ("**KAL Group**").

2. Background

In terms of paragraph 5.7(j) of the JSE Listings Requirements:

"*have a policy on the promotion of broader diversity at board level, dealing with the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience, which policy must be available on the issuer's website. The policy may include voluntary diversity targets. A statement must be included in the annual report on how the board applied the policy of broader diversity in the nomination and appointment of directors. If applicable, the board must explain why any of the diversity indicators have not been applied and report progress on voluntary diversity targets contained in the policy;*

3. Policy

3.1 KAL Group recognises the benefits of promoting a diverse Board. A diverse Board will include and make use of differences in skills, age, knowledge, field of experience, cultural background, race, gender and other distinctions between members of the board. These differences will be considered in determining the composition of the Board and should be balanced appropriately. All Board appointments are made on merit, in the context of the skills, independence, knowledge and experience which the Board as a whole requires to be effective.

3.2 In reviewing Board composition, the Board or the Nomination Committee, as the case may be, will consider the benefits of all aspects of diversity specifically including, but not limited to race and gender diversity as well as the other diversity indicators in order to discharge its duties and responsibilities effectively.

4. Setting of voluntary targets

4.1 The Nomination Committee will annually discuss and agree proposed objectives, including the setting of voluntary targets, for achieving diversity on the Board, and will recommend the same to the Board for approval and adoption.

4.2 The Nomination Committee shall annually:

- Review the voluntary targets;
- Measure the actual female representation and representation from previously disadvantaged groups on the Board against voluntary targets; and
- Make representations to the Board in regard to the above.

5. Monitoring and Reporting

The committee will report annually to its shareholders in the integrated annual report on the process adopted in relation to all Board appointments and the consideration given to diversity on the Board in general and more specifically with regard to race and gender diversity.

6. Approval of the policy

This policy was approved by the Board on 10 February 2022 .