



SAN MIGUEL BREWERY HONG KONG LTD.

香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)
(Stock Code: 236)

DIVERSITY, EQUITY AND INCLUSION POLICY

(approved by the Board on 27 October 2025)

I. PURPOSE/ OBJECTIVE

The objective of the Diversity, Equity and Inclusion Policy (the “**DEI Policy**”) is to promote an equal and inclusive workplace, respect diversity, and accept differences in order to attract and retain skilled employees, enhance productivity, and foster loyalty and unity within San Miguel Brewery Hong Kong Limited (the “**Company**”).

II. SCOPE

This DEI Policy shall apply to employees at all levels regardless of employment status, consultants, and other authorized representatives (collectively the “**Company Representatives**”) of the Company, to the extent applicable by local laws where the Company operates.

III. DEFINITION OF TERMS

1. Diversity - composition of various characteristics, including visible and non-visible traits and dimensions, that make an employee unique and singular, such as but not limited to, age, gender, sexual orientation, culture, ethnicity, education, religion, marital or parental status, physical or mental abilities or disabilities, socioeconomic status, and language.
2. Equity - equal access to opportunities, fair and impartial treatment, and open communications by addressing imbalances and eliminating any barriers (whether systemic, conscious or unconscious) that curtail the personal and professional potential and progress of the Company’s diverse workforce.
3. Inclusion - sense of belongingness among employees regardless of their distinctiveness by accepting and involving them fairly and equally in decision-making process.

IV. POLICY

The Company is dedicated to fostering a welcoming and positive working environment committed to respect, embrace and accept differences in its workforce, and celebrate life and individuality. Recognizing that the workplace is

an extension of an employee's social and cultural identity, the Company aligns this with its core values and cultivates an open and safe space for its most valuable asset, its human capital. The Company adopts this DEI Policy by expressly and consciously advocating an inclusive organization representative of all sectors of the society.

Diversity

The Company's long-standing and overarching reputation unifies employees of multiple backgrounds and experiences, and inspires them to take purposeful actions that translate to its consumers, the communities it serves, the governments involved, and other stakeholders. Leveraging on idea-sharing, innovation, creativity, problem solving, and collaboration, rather than just homogeneity, is what makes the Company trailblazing and transformational in its growth.

Equity

Equity shall be applied in the following areas in accordance with the appropriate requirements of the relevant position:

- a) Recruitment, hiring and selection;
- b) Compensation and benefits;
- c) Assessment and performance reviews;
- d) Discipline;
- e) Training and learning development;
- f) Succession and talent management;
- g) Movements;
- h) Termination;
- i) Feedback and grievance mechanisms and remediation; and
- j) Other aspects of employment during an employee's life cycle.

This allows the Company to make informed decisions based on relevant qualifications and merit and use the same as a competitive advantage in boosting employee morale, engagement, and retention.

Inclusion

With the Company's workforce management principle revolving around harmony in diversity, the Company aims to treat every individual with respect and dignity at all times. It ensures that every individual feels valued and therefore, will add value in the long run for the Company and its stakeholders. This framework encompasses a forward-looking and dynamic environment where discrimination, bullying, intimidation, and harassment are not tolerated, inequalities are mitigated, and sensitivity to inappropriate behavior is encouraged. The Company is a company that listens to diverse points of view, and makes reasonable and considerate accommodations to cater to the varying needs of its internal and external stakeholders.

V. GUIDELINES

1. The Company shall arrange orientation and training for all employees at all levels to build awareness and understanding on Diversity, Equity, and Inclusion, and shall likewise monitor, evaluate, and audit Company performance on the same.
2. The Company commits to provide safe and convenient workplace facilities that are considerate of the different needs of its diverse workforce.
3. Company Representatives at all levels are regarded as the Company's ambassadors and may speak up without fear of retribution, and must always exhibit conduct that is reflective of the Company's values and priorities, including those set forth in this DEI Policy.
 - a) Company Representatives are empowered to perform in the best interest of the Company and are expected to act, and be seen conducting themselves, ethically and responsibly at all times.
 - b) Any Company Representative who violates or is perceived to violate this DEI Policy shall at the earliest possible stage, either orally or in writing, be subject to appropriate disciplinary action under existing policies, rules, and regulations, through the Human Resources Department.
4. Where uncertainty or ambiguity regarding this DEI Policy exists, any queries or concerns may be directed to the Human Resources Department.