INTERNATIONAL CEMENT GROUP

INTERNATIONAL CEMENT GROUP LTD.
(Company Registration No. 201539771E)

RESPONSE TO SGX-ST QUERY ON THE COMPANY'S ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

The Board of Directors (the "**Board**") of International Cement Group Ltd. (the "**Company**" and together with its subsidiaries, the "**Group**") refers to the queries raised by Singapore Exchange Securities Trading Limited ("**SGX-ST**") and would like to provide further information in relation to the Annual Report for the financial year ended 31 December 2025 ("**Annual Report 2025**"):

<u>SGX-ST's Query</u>

The Company disclosed that "through the [Board diversity] policy, the Board has set targets and objectives to select Board candidates based on a range of diversity perspectives". In accordance with listing rule 710A, please disclose the specific targets that were set to achieve diversity on the Board, the issuers accompanying plans and timelines for achieving the targets and the issuer's progress towards achieving the targets within the timelines.

<u>Company's Response:</u>

The Company has a written Board Diversity Policy which sets out the policy and framework for promoting diversity on the Board and maintained a culture of diversity to benefit from a wide talent pool. In reviewing Board composition and succession planning, the Nominating Committee (the "**NC**") will consider the benefits of all aspects of diversity, including but not limited to:
(i) gender;
(ii) age;
(iii) nationality;
(iv) ethnicity;
(v) cultural background;
(vi) education background;
(vii) experience;
(viii) skills;
(ix) knowledge;
(x) independence; and
(xi) length of service.

The Board Diversity Policy has been implemented and all director appointments or re-appointments have been based on meritocracy and candidates will be considered against objective criterion, having due regard for the benefits of diversity and needs on the Board. No candidate shall be disregarded by virtue of disability, gender, sexual orientation, age, race, ethnicity, religion, physical impairment, or any other potential factor of difference. Instructions to external search consultants, if engaged, would specifically be directed to the Company's Board Diversity Policy. The board composition is reviewed by the NC annually to assess its existing attributes and core competencies to maintain or enhance its balance and diversity to enhance the efficacy of the Board.

The Board, its current composition, has a good balance of Directors who come from diverse backgrounds and have extensive industry knowledge, skills and/or business, legal, financial, accounting, management and strategic planning experiences. The Directors are well placed to engage in constructive debates, expressing their opinions and providing alternatives (if needed or called upon), eliminating group thinking or domination within the Board ecosystem.

As disclosed on page 31 of the Annual Report 2025, the Board is of the view that the current composition of the Board is in line with the targets set in the Company's Board Diversity Policy. Both the NC and the Board acknowledge that diversity is important, however for the Board (including the Group) to continue to be effective and deliver value to shareholders, merit based must remain fundamental. Nevertheless, the Company is constantly examining the Board's size and mixture of diverse aspects with a view of determining its impact on its effectiveness on an annual basis. The Board is committed and will be mindful of such diversity targets in its search and selection process for new Board candidates.

BY ORDER OF THE BOARD

Zhang Zengtao
Executive Director and Chief Executive Officer

14 April 2026