

**Hysan Development Company Limited**  
**Board Diversity Policy**  
(Last reviewed in November 2025)

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**1. Objectives**

- 1.1 This Policy aims to set out the approach to achieve diversity on the Board.
- 1.2 The Company recognizes and embraces the benefits of having a diverse Board and considers increasing diversity at Board level as an essential element in achieving its strategic objectives and fostering a long-term sustainable business.
- 1.3 The Board believes that a balanced mix of experience, competencies, expertise, diversity and skills is the key foundation for introducing different perspectives into Board discussions, and for better anticipating the risks and opportunities in building a long-term sustainable business.

**2. Policy**

- 2.1 The Group is committed to continuing Board and senior management renewal to ensure that the Board and senior management is both compliant and appropriately refreshed and that it always has the necessary diversity of skills and attributes required to oversee and govern in the ever-changing operating environment.
- 2.2 The Nomination Committee will annually review the following and report to the Board:
  - 2.2.1 structure, size and composition of the Board; and
  - 2.2.2 diversity of background, skills, and experience (including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge, and length of service) of the Board.
- 2.3 All the Board appointments will be considered by the Nomination Committee and recommended to the Board for formal approval based on the diversity perspectives as set out in 2.2 above, and the Group will be guided by these diversity perspectives when considering senior management appointments. The Board shall also consider the Board diversity as part of the annual evaluation of performance and effectiveness of the Board.
- 2.4 The Group will endeavor to identify and implement programs that will assist in the development of a broader and more diverse pool of skilled and experienced employees or individuals and that, over time, will prepare them for senior management and/or board positions.

### **3. Measurable Objectives**

- 3.1 Selection of candidates for Board appointment will be based on the Company's Nomination Policy taking into account this Policy.
- 3.2 The ultimate decision will be based on merit against objective criteria and contribution that the selected candidate will bring to the Board, according to the circumstances of the Company and taking into account the corporate strategy, business operations and specific needs of the Company. The Board will also make reference to international and local recommended best practices in such regard.
- 3.3 The Board is committed to achieving and maintaining a minimum of 33% female representation on the Board, with the ultimate goal of achieving gender parity at the Board level.
- 3.4 The Company aims to achieve and maintain a Board with 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. Hysan will continue its work on refreshing its Board, the measurable objectives will be reviewed against this aim from time to time to ensure their appropriateness.

### **4. Monitoring and Reporting**

- 4.1 The Board will disclose in the corporate governance report section of the Group's annual report and such report shall include but not limited to:
  - 4.1.1 the Board's composition, including the skill matrix, length of tenure, current period of appointment, and other information as required under Listing Rules;
  - 4.1.2 the measurable objectives set for implementing this Policy and the process made in achieving the measurable objectives;
  - 4.1.3 the measures, numerical targets and timelines set for achieving gender diversity on the Board and the measures the Company has adopted to develop a pipeline of potential successors to the Board to achieve gender diversity; and
  - 4.1.4 a summary of this Policy and its implementation and effectiveness.

### **5. Approval and Review of this Policy**

- 5.1 This Policy has been approved by the Board. The Nomination Committee will review the implementation and the effectiveness of this Policy on an annual basis. Any revision to this Policy as recommended by the Nomination Committee will be submitted to the Board for consideration and approval.

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**Definitions:**

“**Board**” shall mean the board of Directors of the Company.

“**Company**” shall mean Hysan Development Company Limited.

“**Group**” shall mean the Company and its subsidiaries.

“**Nomination Committee**” shall mean the Nomination Committee of the Company.

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