

**NANYANG HOLDINGS LIMITED**  
**(Incorporated in Bermuda with limited liability)**  
**(Stock Code: 212)**

**BOARD DIVERSITY POLICY**

*(Adopted by the Board on 7 November 2013 and revised on 5 December 2018 and 22 March 2023)*

**1. Overview**

The Company recognises and endorses the principle that its Board should have a balance of skills, experience and diversity of perspectives appropriate to the Company's business in order to seek continuous enhancement on the effectiveness of its Board and to maintain the highest standards of corporate governance.

**2. Policy Statement**

The Company believes that board diversity is an essential element in maintaining competitive advantage and sustainable development of the Company. The diversity also enables the Company to attract, retain and motivate employees from the widest possible pool of available talent.

The Company recognises and embraces the benefits of diversity at the Board level and has a commitment to diversity at all levels through consideration of a number of factors, including but not limited to gender, age, cultural and educational background and professional experience in order to maintain its competitive advantage and enhance its ability to attract, retain and motivate employees from the widest possible pool of available talent.

The Board should ensure that changes to its composition can be managed without undue disruption.

**3. Measurable Objectives**

- 3.1 The Company is committed to maintaining a Board made up of no less than one-third of the Independent Non-Executive Directors, together with an appropriate level of female Member(s), which shall be more than 10% with immediate effect and not less than 20% by 2033.
- 3.2 The Company strives to ensure that recruitment, selection practices and training programme at all levels are appropriately structured so that a diverse range of candidates are considered. The Company has identified and implemented programs that will assist in the development of a broader and more diverse pool of skilled and experienced employees and that, in time their skills will prepare them for senior management and board positions.

#### **4. Implementation and Review of this Policy**

The Nomination Committee will monitor the implementation of the Policy. The Nomination Committee will report annually a summary of the Policy, the measurable objectives and relevant programs that the Board has adopted for the implementation of the Policy, the progress made towards achieving these objectives, how and when gender diversity will be achieved in respect of the Board, the numerical targets and timelines set for achieving gender diversity on the Board and the measures adopted to develop a pipeline of potential successors to the Board to achieve gender diversity in the corporate governance report contained in the Company's annual report.

The Nomination Committee will review the Policy and recommend any revisions with the Board for consideration and approval.

#### **5. Disclosure of this Policy**

This Policy is available on the Company's website for public information.

A summary of this policy will be disclosed in the Corporate Governance Report of the Company annually.