

Extract of Board Diversity Policy

This Board Diversity Policy (the “**Policy**”) sets out the approach to diversity on the board of directors (the “**Board**” or the “**Directors**”) of Sun Hung Kai & Co. Limited (the “**SHK**”).

SHK recognises and embraces the benefits of having a diverse Board, and sees increasing diversity at Board level as an essential element in maintaining an effective Board to enhance the quality of its performance. A truly diverse Board will include and make good use of differences in the skills, regional and industry experience, cultural and educational background, knowledge, race, gender and other qualities of Directors. These differences will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately. Our Policy is to promote broad experience and diversity on the Board. Appointments to the Board should be made in the context of complementing and expanding the skills, knowledge and experience of the Board as a whole.

Our Board should possess a balance of skills and experience appropriate for the requirements of the business of SHK. The Directors should have a mix of finance, legal and management qualifications with considerable experience in diversified business. The Nomination Committee will discuss and review annually the structure, size and diversity (including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service) of the Board and identify individuals suitably qualified to become members of the Board based on a broad range of perspectives, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service.

SHK believes that a highly effective Board is about chemistry and behaviour, underpinned by robust processes of decision-making. We aim to have Board members with diverse skills, knowledge and experiences that combine to provide different perspectives and effective board dynamics. In maximising the Board’s effectiveness, we take a long-term, sustainable and measured approach. We believe that all Board appointments should be based on meritocracy and that diversity in all its aspects is important.

(This is an extract of the Policy and if there is any inconsistency and ambiguity between the English version and the Chinese version, the English version shall prevail.)