

ONE United Properties S.A.

Statement on Gender Representation in the Board of Directors

1. Context and Legal Framework

In accordance with the provisions of Articles 109¹ – 109⁸ of Law no. 24/2017, as subsequently amended, and further to the transposition of Directive (EU) 2022/2381 on improving gender balance on the boards of listed companies, ONE United Properties S.A. (hereinafter referred to as the “Company” or “ONE”) acknowledges its obligations, as a company listed on a regulated market, to comply with the binding targets aimed at enhancing the representation of the underrepresented gender on its Board of Directors.

The law requires listed companies to meet at least one of the following objectives:

- (i) at least 40% of the non-executive directors must be of the underrepresented gender; or
- (ii) at least 33% of all board members (executive and non-executive) must be of the underrepresented gender.

2. Current composition and mandate duration

As of the date of this statement, the Board of Directors of ONE is composed of seven members in total, including six male members (two of whom are executive directors) and one non-executive female member, all mandates being valid until 29 April 2026.

Based on this structure:

- (i) Among non-executive directors, the female member represents 20%, which means that the 40% target is not met;
- (ii) In the overall board composition, women account for 14.28%, below the 33% threshold, so the second objective is not met either.

However, pursuant to Article 175³ paragraph (3) of Law no. 24/2017, gender balance obligations apply only to new appointments and do not affect existing mandates, which remain valid and governed by the legislation in force at the time of their appointment.

3. Commitment to future compliance and corporate governance

ONE acknowledges the importance of gender balance as an essential component of inclusive, effective, and responsible decision-making. In this regard, the Company undertakes to take all necessary steps to align with applicable legal requirements starting with the next board appointment cycle, upon the expiry of the current mandates in April 2026.

To ensure transparency and accountability in future appointments:

- (i) ONE will adopt and publish a Nomination Policy and a Diversity Policy, which will set clear, objective, and neutral criteria for the selection of board members;



- (ii) The selection process will be supported by Candidate Profiles, outlining professional experience, competencies, and qualifications;
- (iii) All relevant materials will be made publicly available on the company's website.

4. Clarification on selection principles

The Company emphasizes that the board member selection process will not be altered solely for the purpose of meeting numerical gender diversity targets. Future appointments will remain merit-based, guided by professional experience, strategic alignment, and transparent, objective, and non-discriminatory criteria, in full compliance with applicable law and corporate governance best practices.