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 promote a balanced representation of women and men within its governing bodies.

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, of whom two are executive directors and five are non-executive directors. Of the members of the Board of Directors, six are male and one is female.

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 14.29%, below the 33% threshold, so the second objective is not met either.

However, the current composition of the Board of Directors reflects the outcome of the appointment process approved by the shareholders. The Company will take into account the objectives set out in Law No. 24/2017 in future procedures for the selection and appointment of members of the Board of Directors, in accordance with the applicable legal provisions.

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 is committed to continuing the implementation of the measures necessary to ensure compliance with the legal requirements regarding the balanced representation of women and men on the Board of Directors.

In order to ensure a transparent, objective and non-discriminatory selection process, the Company:

(i) applies the Nomination Policy, published on the Company's website, which establishes clear, objective and non-discriminatory criteria for the selection and nomination process of members of the Board of Directors and includes criteria regarding candidate profiles, as well as the promotion of diversity within the Board of Directors;

(ii) will carry out the selection and evaluation of candidates based on their professional experience, competencies, qualifications and suitability for the Company's needs, in accordance with the criteria set out in the Nomination Policy;

(iii) will make available to investors, through the Company's website, the relevant documents relating to corporate governance and the nomination process, in accordance with the applicable legal provisions.

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.

Claudio Cisullo

Chairman of the Board of Directors