**LI NING COMPANY LIMITED**
**李寧有限公司**

*(Incorporated in the Cayman Islands with limited liability)*
**Stock Codes: 2331 (HKD counter) and 82331 (RMB counter)**

# Board Diversity Policy

## 1. Purpose

This policy (the "**Policy**") aims to enhance the effectiveness and decision-making quality of the board (the "**Board**") of directors (the "**Directors**") of the company (the "**Company**"), and to raise the corporate governance standard of the Company and its subsidiaries, by promoting and achieving diversity among the members of the Board.

## 2. Background

The Company is committed to building a diverse, inclusive and collaborative corporate culture, and fully recognises the importance of diversity among the members of the Board. A diversified Board is a key element in maintaining efficient operations and promoting the sustainable development of the Company. The Board should reflect a diversity of perspectives and a wealth of experience, which can be achieved through a number of factors, including but not limited to professional experience, skills, knowledge, independence, gender, age, disability, race, ethnicity, sexual orientation, educational background, cultural background and length of service on the Board.

## 3. Board Composition

### 3.1. Independence

The composition of executive Directors, non-executive Directors and independent non-executive Directors on the Board should remain balanced, so as to ensure a high degree of independence of the Board. Independent non-executive Directors should possess sufficient calibre and vision for their views to carry weight. The Board will regularly assess the independence of independent non-executive Directors, taking into account all relevant factors, including but not limited to whether their length of service exceeds nine years.

### 3.2. Professional Experience, Skills and Knowledge

The Board shall comprise qualified Directors with a broad range of skills, knowledge and experience relevant to the Company's business. Directors should have diverse backgrounds and provide the Company with extensive professional expertise in relevant business areas as well as other complementary expertise, including expertise in legal, regulatory, finance and accounting, actuarial, human resources and remuneration, digitalisation and technology, marketing and sales, product management, mergers and acquisitions, strategic planning, international business, and environmental, social and governance (ESG) matters.

The Board will, by preparing and regularly updating the Board skills matrix, review and ensure that the Board as a whole possesses the above diversified skills and knowledge.

### 3.3. Gender

The Company is committed to providing an environment of mutual respect regardless of gender across all areas of its business operations, and to maintaining a workplace free from harassment or any discrimination based on gender, physical or mental condition, race, nationality, religion, age, family status or sexual orientation. The same principles apply to the selection and appointment of candidates for directorship. The Company will ensure that the Board includes at least one Director of a different gender; a Board with a single gender will not be regarded as having achieved board diversity.

### 3.4. Board Size

The size of the Board has a significant impact on the diversity of the members of the Board. While maintaining an appropriate Board size, the Company will actively seek to achieve diversity. Where necessary, the Board may enhance diversity by appointing new Directors or adjusting its composition upon the retirement of existing Directors. In any event, each of the Board and the Nomination Committee shall include at least one member of a different gender.

## 4. Measurable Objectives

In assessing candidates for the Board, the Nomination Committee will consider the above diversified perspectives and, based on the Board skills matrix prepared by the Board, formulate measurable objectives for achieving board diversity for submission to the Board for approval and adoption. The Board skills matrix shall demonstrate the overall skills, experience, qualifications and expertise of the Board, and be linked to the Company's long-term strategy and diversity objectives.

The Nomination Committee may from time to time seek to improve one or more aspects of board diversity, and will monitor the progress towards achieving these objectives.

## 5. Monitoring and Reporting

The Nomination Committee will be responsible for ensuring the effective and practicable implementation of this Policy. The Company shall disclose a summary of this Policy annually in the Corporate Governance Report contained in its annual report, including any measurable objectives set by the Board, the progress towards achieving those objectives, and the results of the Board's annual review of the implementation of this Policy.

## 6. Policy Review

This Policy shall be reviewed annually to assess its effectiveness. An annual review shall still be conducted even if the existing diversity objectives have been achieved. This Policy may be amended by the Board from time to time, and the review results shall be disclosed in the Corporate Governance Report.