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NU-WORLD HOLDINGS LIMITED
BOARD DIVERSITY POLICY

Document Title	Board Diversity Policy
Company	Nu World Holdings Limited
Version	V1
Approval Date	10 April 2026
Effective Date	10 April 2026
Review Cycle	Annual
Policy Owner	Board of Directors

1. PURPOSE

In terms of paragraph 5.7(j) of the JSE Limited Simplified Listings Requirements (“SLR”), Nu-World Holdings Limited (“Nu-World” or “the Company”) is required to adopt and disclose a policy on the promotion of diversity at board level.
This Policy sets out the Company’s approach to promoting diversity on the Board of Directors (“the Board”) and its commitment to ensuring an appropriate balance of skills, experience, independence and diversity in its leadership structures.

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2. POLICY STATEMENT

Nu-World recognises that a diverse Board enhances decision-making, governance, sustainability and long-term shareholder value. The Company is committed to promoting diversity at Board level across a broad range of attributes, including but not limited to:

- Gender
- Race
- Ethnicity
- Age
- Culture
- Skills and experience
- Educational background
- Industry expertise
- Geographic background
- Independence

Diversity is considered in its broadest sense and is a key factor in the Board’s succession planning and appointment processes.

3. MEASURABLE OBJECTIVES

The Board will:

1. Set measurable objectives for achieving diversity at Board level.
2. Annually assess progress against these objectives.
3. Disclose in the Company's annual report:
   - The voluntary targets set for gender and race representation at Board level (if applicable);
   - Progress against such targets; and
   - A narrative on how diversity considerations were applied in the appointment of directors.

The Board may from time to time adopt specific voluntary targets for gender and racial representation, taking into account:

- The Company's strategic objectives;
- The current composition of the Board;
- Applicable legislative and regulatory frameworks; and
- South African transformation imperatives.

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4. APPOINTMENT PROCESS

Board appointments will be made on merit, having due regard to:

- The collective skills matrix of the Board;
- The need for appropriate independence;
- Succession planning requirements; and
- The promotion of diversity as set out in this Policy.

When identifying suitable candidates, the Board (or Nomination Committee, where applicable) will:

- Ensure that longlists and shortlists include appropriately diverse candidates;
- Consider the impact of the appointment on overall Board diversity;
- Apply objective selection criteria.

No appointment will be made solely on the basis of diversity; however, diversity will be a key consideration in achieving balanced and effective governance.

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5. RESPONSIBILITY AND REVIEW

The Board (or its Nomination Committee, if delegated) is responsible for:

- Monitoring implementation of this Policy;
- Reviewing the Policy annually; and
- Recommending any amendments to ensure ongoing alignment with regulatory requirements and best practice.

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6. DISCLOSURE

This Policy will be:

- Published on Nu-World's website in compliance with paragraph 5.7(j) of the JSE Simplified Listings Requirements; and
- Referenced in the Company's annual report together with a report on progress against measurable objectives.

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7. BOARD APPROVAL

This Board Diversity Policy was approved by the Board of Directors of **Nu-World Holdings Limited** on **10 April 2026**.

The Board undertakes to review this Policy annually, or more frequently if required, to ensure continued compliance with applicable legislative, regulatory and governance best practice requirements.

Approved on behalf of the Board