

1. INTRODUCTION

The Board of Directors (“Board”) of Oversea Enterprise Berhad (“Oversea” or “the Company”) and its subsidiaries (“the Group”) recognises the importance of gender diversity in designing its composition on the Board and its senior management of the Company. In the Malaysian Code on Corporate Governance (MCCG), companies are required to disclose their gender diversity policy, targets and measures. The Board will address the recommendations to promote gender diversity in workplace and to support women participation.

2. PURPOSE

The purpose of this gender diversity policy (“Policy”) ensuring a workplace that values diversity and inclusion. The Policy is to provide a framework for the Group to achieve improved employment, fair access to career development opportunities and resources with due consideration to gender diversity, required mix of skills, experience, independence and other qualities.

3. SCOPE

This Policy applies to all Directors and senior management of the Group.

4. MEASURES

To pursue the objectives of gender diversity in the Board composition and senior management, the Company will take into consideration the following measures:

- The Nomination and Remuneration Committee (“NRC”) and the Board shall nominate or appoint a gender diverse Board with a broad spectrum of perspective including but not limited to education background, age, skills, knowledge, expertise, competencies, integrity and/or other commitments that the candidate will bring to complement the Board.
- The Board acknowledges the importance to promote gender diversity and aims to appoint and maintain at least 30% women participation on its Board and management level.
- The NRC is responsible in ensuring that gender diversity objectives are adopted in the Board recruitment and succession planning processes.
- The Company shall adopt a more accommodating boardroom culture and environment that is free from harassment and discrimination to attract and retain women participation at the Board level.

5. STRATEGIES

The Group’s gender diversity strategies include:

- recruiting from a diverse pool of candidates for all positions;
- reviewing succession plans to ensure an appropriate focus on diversity;
- identifying specific factors for the recruitment and selection processes to encourage diversity;
- developing programmes to develop a broader pool of skilled and experienced senior management, including workplace development programs, mentoring programs and targeted training and development; and
- any other strategies the Board develops from time to time

6. REVIEW AND DISCLOSURE

The NRC will review this policy from time to time to assess its effectiveness in promoting a diverse Board which includes an appropriate number of women directors. Any revisions to the Policy as recommended by the Nomination Committee will be submitted to the Board for consideration and approval.

The Company will make appropriate disclosures on the Policy in its annual report based on the practice stated in MCCG 2021.

This policy is reviewed and approved by the board on 27 October 2025.