UNITED ASIAPAC ENERGY BERHAD

[Registration No. 202401042682 (1588527-T)]
(Incorporated in Malaysia)

BOARD DIVERSITY POLICY

Overview

In line with the Malaysian Code on Corporate Governance 2021 ("**MCCG**"), the Board of Directors of United AsiaPac Energy Berhad ("**Board**") ("**United AsiaPac**" or "**the Company**") is committed and recognises the need of diversity in the Board and senior management to enable board decisions to be made objectively which is of diverse perspectives and insights for the best interest of the Company and its subsidiaries ("**the Group**").

Purpose

The Board Diversity Policy ("**Policy**") is intended to set out the approach in determining the composition of the Board of the Company to ensure appointments of Directors and senior management are based on objective criteria, merit and with due regard for diversity, mix of skills, experience, age, cultural background and gender.

Scope & Policies

1. The Company values diversity and recognises the benefits it brings to its Board. Diversity fosters the inclusion of varied perspectives and ideas, reduces the risk of groupthink, and encourages sound business practice as well as good corporate governance. The Group adopts a non-discrimination policy where the Group does not discriminate anyone based on race, religion, gender, age, disabilities, or nationality. The Group upholds equal opportunities in its employment practices (such as recruitment and termination, remuneration, training, promotion, and disciplinary actions), decisions of which shall be merit-based.

2. Board Composition

   Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender. The Group will strive to promote diversity amongst its Directors and employees by upholding the principles of non-discrimination and equal opportunities.

   The Board shall include a majority of Independent Non-Executive Directors to promote a strong element of independences in the Board. The Independent Non-Executive Directors shall possess appropriate qualifications, experience, and expertise to effectively fulfill their roles.

3. Skills and Experience

   The Board shall possess a balance mix of skills for the requirements of the Company's needs, including financial, legal, management and other backgrounds which when working in synergy, could provide the Company with substantial experience across various activities. The Directors should have the capacity and competency to address sustainability issues, as well as evaluate the sustainability risks and opportunities, and make informed decisions on the matter.

4. Gender

   The Board takes cognisant of Practice 5.9 of the MCCG to have at least 30% women directors in the board composition. If the composition of women on a board is less than 30%, the Board should disclose the action it has or will be taking to achieve 30% or more and the timeframe to achieve this. The Board should also review the participation of women in senior management to ensure there is a healthy talent pipeline.

5. Cultural Background

The Company aims to have a Board with diverse nationalities and ethnic backgrounds, bringing valuable knowledge of the business, industry, and environment. The Board recognises that in today's globalised business world, cultural diversity offers advantages such as insights into different markets and a variety of perspectives for problem-solving and innovation, helping the Group thrive.

6. Age

The Board is committed to promoting age diversity, valuing contributions from Board members of all ages, and eliminating age-related stereotyping and discrimination. It recognises that age diversity brings a balance of experience, maturity, and youthful energy, fostering a dynamic, multi-generational workforce with a broad range of skills that benefit the Company.

Monitoring and Reporting

1. The Nomination Committee ("**NC**"), amongst others, is responsible for :-

   (a) reviewing, recommending and considering candidates to the Board and Board committees;

   (b) assessing the effectiveness of the Board as a whole, the Board committees and the contribution of each individual Directors on an on-going basis; and

   (c) assessing the balance of the Board membership and determining the core competencies and skills required for the Board.

2. The NC will evaluate each individual Director based on set criteria including diversity, mix of skills, experience and independence.

3. The Board will ensure that appropriate disclosures are made in the Annual Report regarding Board Diversity in accordance with Rule 15.08A(3) of the Listing Requirements.

Review and Revision of the Policy

1. This Policy will be reviewed periodically or as and when required by the Board.

2. Document history is as tabulated:-

Version	Date of Board Approval	Implementation Date	Description
1	24 November 2025	24 November 2025	1st version of the Policy