MARLIN GLOBAL LIMITED

DIVERSITY AND INCLUSION POLICY

April 2026

INTRODUCTION

Diversity and Inclusion is considered by the Marlin Global Board in accordance with the NZX Corporate Governance Code and is implemented by the Marlin Global Board in conjunction with the Remuneration and Nominations Committee, a committee of the Board. As Marlin Global does not have any employees, the Marlin Global Diversity and Inclusion Policy is limited to the Board.

OBJECTIVES

The Board recognises that having a diverse and inclusive Board will assist it in effectively carrying out its role and that its membership is best served by having a mix of individuals with appropriate expertise and a breadth of experience.

The Board views diversity as including but not being limited to, skills, qualifications, experience, gender, race, age, ethnicity, and cultural background.

All Board members will be encouraged to contribute their viewpoints to enable inclusive and constructive debate, ensuring that the highest quality of effective decision-making is achieved.

ACCOUNTABILITY

The Remuneration and Nominations Committee is accountable to the Marlin Global Board for the successful implementation of this policy and will ensure the company meets its compliance and reporting obligations.

The Remuneration and Nominations Committee will annually assess the measurable objectives for achieving gender diversity and the progress in achieving them.

DISCLOSURE

The company will annually disclose the gender composition of the Board in its annual report as well as providing a statement evaluating the company's performance with respect to its Diversity and Inclusion Policy.

REVIEW OF POLICY

This policy will be reviewed annually.