

BOARD DIVERSITY POLICY

1. Purpose

This board diversity policy (“**Policy**”) sets out the framework for promoting diversity on the Board of Directors (the “**Board**”) of BRC Asia Limited (“**BRC**” or the “**Company**”).

2. Policy Statement

- 2.1 BRC recognises and embraces the benefits of diversity on the Board, and views diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development. A diverse Board will enhance the decision-making of the Board by utilising the variety in skills, industry and business experiences, professional experiences, core competencies, gender, age, tenure of service, and other distinguishing qualities of the members of the Board. BRC is accordingly committed to promoting diversity on the Board.
- 2.2 When reviewing and assessing the composition of the Board and making recommendations to the Board for the appointment of Directors, the Nominating Committee (“**NC**”) of BRC will consider all aspects of diversity in order to arrive at an optimum balanced composition of the Board. There will be a good balance between the executive and non-executive directors on the Board.
- 2.3 The final decision on selection of directors will be based on merit against an objective criteria that complements and expands the skills and experience of the Board as a whole, and after having given due regard to the overall balance and effectiveness of a diverse Board. The Board agrees that female candidates will be included for consideration whenever it seeks to identify a new director for appointment to the Board.

3. Setting Objectives

The NC is responsible for discussing and agreeing annually on the relevant measurable objectives (“**Targets**”) for promoting and adhering diversity on the Board, and making recommendations for consideration and approval by the Board. The Targets may involve at any given time, one or more aspects of board diversity with different timelines for achievement.

4. Monitoring and Reporting

The NC will monitor and implement this Policy in an effective and practical manner. It will report to the Board annually on the progress made towards achieving the Targets set for promoting diversity as described in this Policy. The Policy will be disclosed in the Company’s annual report together with the following:

- a) the Targets set to achieve diversity;
- b) the accompanying plans and timelines for achieving the Targets;
- c) the progress by the Company in achieving the Targets within the timelines set; and
- d) a description of how the combination of skills, talents, experience and diversity of the Directors serves and meets the needs of the Company.

5. Continuous Enhancement

The NC will review this Policy periodically as appropriate, including an assessment of the effectiveness of the Policy and recommendations for changes, as appropriate, to the Board for approval, and ensure compliance with all applicable laws and regulations.