

RH PETROGAS LIMITED

(Company Registration No.: 198701138Z)
(the “**Company**”)

BOARD DIVERSITY POLICY

1. PURPOSE

- 1.1 This Board Diversity Policy (“**Policy**”) sets out the Company’s approach to achieving and maintaining diversity and inclusivity on its Board of directors (the “**Board**”).
- 1.2 This Policy is designed to ensure a Board comprising of Directors who as a group have the necessary expertise and independence, with an appropriate balance and diversity of skills, experience, knowledge and competencies to avoid groupthink, foster constructive debate and enhance the decision-making process, and promote inclusivity.
- 1.3 This Policy underscores the Company’s commitment to fostering equal opportunity and diversity, and ensuring a diverse and inclusive working environment at all levels of the Company.

2. SCOPE

- 2.1 This Policy applies to the Board of the Company.

3. POLICY STATEMENT

- 3.1 The Company recognises and embraces the importance and benefits of having a diverse Board to serve the needs of and better support the Company in achieving its strategic objectives and its sustainable development. The Board believes that Board diversity and inclusivity complements and enhances the corporate governance and decision-making process of the Board through the perspectives garnered from the various skills, business experience, industry discipline, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service and other distinguishing qualities of the Directors. The inclusion of different perspectives, opinions, values and ideas also mitigates against groupthink and equips the Board with broader skill sets, expertise and experience and allows for greater creativity and enhanced critical assessment. The Company seeks to achieve and maintain diversity and inclusivity at the Board level and throughout the Group.
- 3.2 Board diversity will be considered from several perspectives, including but not limited to gender, age, nationalities, ethnicity, cultural background, educational background, experience, knowledge and skills, core competencies (such as accounting, finance, banking, human resource and legal and compliance backgrounds, business and management experience and industry knowledge), independence, length of service and other relevant qualities considered essential for the effective governance of the Company.
- 3.3 The Nominating Committee (“**NC**”) of the Company will review and assess the Board composition on behalf of the Board, having regard to, amongst others, the diversity of skills, experience, gender and knowledge of the Directors, the core competencies of the Directors as a group, the scope and nature of the operations and the requirements of the business. In making recommendation for the appointment of new Directors, the NC will:
 - (a) consider all aspects of diversity against the requirements needed to govern and direct the Company’s strategic objectives; and

- (b) identify and nominate suitable candidates to the Board based on merit and independence, and against a set of 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 needs, balance, efficiency and effectiveness of a diverse Board.
- 3.4 The NC will consider opportunities to increase the proportion of members from different areas of expertise, ethnicities, gender and age groups over time when selecting and making recommendation to the Board on suitable candidates for Board appointments in order to ensure that an appropriate balance of diversity is achieved with reference to stakeholders' expectations and recommended best practices.
- 3.5 In reviewing the Board's composition and the progressive renewal of the Board, the NC will not only satisfy itself that Directors as a group provide an appropriate balance and diversity of skills, experience, knowledge, background and core competencies required by the Group, but also Board diversity and its benefits from the abovementioned aspects.
- 3.6 Any search firm engaged, where required, to assist the Board or a committee of the Board in identifying candidates for appointment to the Board will be specifically required to include diverse, experienced and reputable candidates.

4. DIVERSITY OBJECTIVES

- 4.1 The Company targets to maintain gender diversity on the Board with both male and female representation, has set its gender diversity objective at maintaining a proportion of female Directors on the Board of at least 25%. The Company will take opportunities to increase the proportion of female members overtime when selecting and making recommendation on suitable candidates for Board appointments, as and when suitable candidates are identified.
- 4.2 The Company also targets to have an appropriate proportion of Directors who have direct experience in the industry sectors and jurisdictions in which the Group operates from time to time, with different ethnic backgrounds and skill-sets to be able to drive the Group's strategy.
- 4.3 The selection of candidates and all appointments to the Board are based on merit and contribution that the candidate is able to bring to the Board, in the context of the skills, experience, independence and knowledge which the Board requires to be effective, and after due consideration of the collective skills needed to strengthen the overall Board governance role. The Board will take into consideration a range of diversity perspectives as described in this Policy to promote boardroom diversity.
- 4.4 The NC is responsible for ensuring that boardroom diversity objectives are adopted in an effective and practical manner in Board recruitment, Board performance evaluation and succession planning processes.
- 4.5 The NC is responsible for defining and setting the relevant measurable objectives for promoting and achieving diversity on the Board, and to make its recommendations for consideration and approval by the Board.

5. MONITORING AND REPORTING

- 5.1 The NC will implement and monitor the implementation of this Policy. The NC will also report to the Board on the process it has used in relation to Board nominations and appointments, and the progress made in achieving its diversity objectives, including (a) the Company's targets to achieve diversity on the Board; (b) its accompanying plans and timelines for achieving such targets; (c) its progress in achieving the targets within the timelines set; and (d) to review and consider whether and how the combination of skills, talents, experience and diversity of the directors serves the needs and plans of the Company.

5.2 The NC will also report annually, in the Corporate Governance Report, on the Board's composition under diversified perspectives.

6. REVIEW OF THIS POLICY

6.1 The NC will review this Policy, on an annual basis and as and when appropriate, to ensure the effectiveness of this Policy. The NC will discuss any revisions that may be required and recommend any such revisions to the Board for consideration and approval.

7. DISCLOSURE OF THIS POLICY

7.1 This Policy will be published on the Company's website for public information. A summary of this Policy together with the measurable objectives set for its implementation, the progress in achieving these objectives, and the requisite disclosures under the Listing Manual of the Singapore Exchange Securities Trading Limited, will be disclosed in the Corporate Governance Report which forms part of the Company's Annual Report.

Reviewed and recommended by the Nominating Committee on: 26 February 2026

Approved and adopted by the Board of Directors on: 26 February 2026

Version: 1.0