

BOARD RISK AND TECHNOLOGY COMMITTEE

TERMS OF REFERENCE

1. Composition

- 1.1 The BRTC should comprise at least three (3) directors of the Company, all of whom should be non-executive directors.

2. Roles and Responsibilities

- 2.1 The BRTC shall review the Group's strategy, policies, framework, processes and procedures for the identification, measurement, reporting and mitigation of material risks in the Group's business with due consideration to applicable laws and regulations as appropriate, and report any significant findings and recommendations in this regard to the Board. The BRTC was formed to carry out the following duties:-

Risk Governance and Tolerance

- (a) Recommend to the Board the Group's levels of risk appetite and risk tolerance for different categories of risk;
- (b) Review and recommend to the Board for approval the risk strategy and policies for the management of material risks over a longer time horizon;
- (c) For strategic transactions undertaken by the Company, the BRTC shall upon the request of the Finance and Investment Committee (the "FIC") and/or the Board, advise the FIC and/or the Board on risk aspects and implications for the risk tolerance of the Group. The BRTC shall have the discretion to take independent external advice where necessary;
- (d) Review the risks inherent in the Group's business model and strategy, including risks from external factors;
- (e) Monitor the Group's current material risk exposures against the risk tolerance levels approved by the Board; and
- (f) Review the Group's overall risk assessment process that supports informed Board decision making.

Risk Management System

- (g) Oversee management in the design, implementation and monitoring of the risk management system; and
- (h) Review policies, management's processes and reports concerning the adequacy and effectiveness of the Group's risk management framework including strategic, operational, compliance information technology ("IT") and Material Environmental (including climate-related matters), Social, and Corporate Governance ("ESG") / Sustainable risks (excluding the review of the financial and those compliance risks with financial impacts, the SingPost Group's adequacy effectiveness of the internal controls which are under the oversight of the Audit Committee and the in depth review of SingPost Group's Material ESG / Sustainable implementation efforts which are under the oversight of the Board Sustainability Committee).

Oversight of Material Risks

- (i) Review the Group's framework, processes and resources to identify, measure, monitor and manage new, key and emerging risks as a result of changes in country, technology, social or business conditions;
 - (j) Monitor the implementation of the Group's risk mitigation plans;
 - (k) Review the robustness of the business contingency planning process within the Group for material risks;
 - (l) Review the adequacy of the insurance and other risk transfer arrangements; and
 - (m) Review reports on material risk events together with adequacy of actions taken by management.
- 2.2 In assisting the Board to fulfil its oversight responsibilities with respect to the overall role of technology in executing the business strategies of the Group, the BRTC shall:-
- (a) Consider the adequacy and effectiveness and security of the technology infrastructure and data management framework to support the Group's vision;
 - (b) Advise on the Group's strategy for acquisitions, investments and capital expenditure in the area of technology and IT; and
 - (c) Review plans, policies and proposals relating to matters pertaining to technology and IT, progress of major technology and IT investments and make recommendations to the Board accordingly.
- 2.3 The BRTC shall, at least once every three (3) years, review its own performance and constitution for continued effectiveness.
- 2.4 Review and assess the adequacy of the BRTC's Terms of Reference especially in the light of any change in law, regulation and listing rules or any changes in the Company's structure, organisation and operations. The BRTC shall submit any proposed amendments to the BRTC's Terms of Reference to the Board for approval.
- 2.5 Any other responsibilities as determined by the Board.