BOARD DIVERSITY POLICY

PURPOSE
This Board Diversity Policy ("Policy") sets out the approach to diversity on the Board of Directors ("Board") of BEIL Infrastructure Limited ("BEIL").

APPLICABILITY
This Policy applies to the Board. It does not apply to employees generally.

SCOPE AND OBJECTIVES
BEIL shall, from time to time, consider setting qualitative or quantitative diversity objectives and shall monitor progress against them.

POLICY STATEMENT
BEIL Infrastructure Limited ("BEIL") recognizes that Board diversity is essential to sound governance, strategic insight, and sustainable corporate growth. BEIL believes that a truly diverse Board leverages differences in thought, perspective, regional and industry experience, cultural and geographical background, age, ethnicity, race, gender, and professional knowledge and skills — including expertise in: Finance, Global business, Leadership, Technology, Mergers & acquisitions, Board service, Strategy, sales, and marketing, Environment, social & governance ("ESG"), Risk management, Cyber security, Other relevant domains.

This diversity helps BEIL retain its competitive advantage and meet its long-term strategic goals. BEIL believes that a diverse Board contributes to the achievement of its strategic and commercial objectives, including:

- Drive business results
- Make corporate governance more effective
- Enhance quality and responsible decision-making capability
- Ensure sustainable development
- Enhance BEIL's reputation

ROLE OF THE NOMINATION AND REMUNERATION COMMITTEE
The Nomination and Remuneration Committee ("Committee") is responsible for reviewing and assessing the composition and performance of the Board, as well as identifying appropriately qualified persons to occupy Board positions in accordance with applicable laws.

The Committee will ensure that no person is discriminated against on the grounds of religion, race, gender, pregnancy, childbirth or related medical conditions, national origin or ancestry, marital status, age, sexual orientation, or any attribute unrelated to the individual's ability to effectively perform the duties of a Board member.

Accordingly, the Committee shall:

- Assess the appropriate mix of diversity, skills, experience, and expertise required on the Board and evaluate the extent to which these are represented
- Make recommendations to the Board in relation to appointments, with a focus on maintaining a diverse and balanced composition
- Periodically review and report to the Board any requirements related to Board diversity

BOARD DIVERSITY POLICY

BOARD COMPOSITION

The Board shall have an optimum combination of executive, non-executive, and independent directors in accordance with:

- The Articles of Association of BEIL
- The Companies Act, 2013
- Other applicable statutory, regulatory, and contractual obligations

REVIEW AND AMENDMENT

In the event of any conflict between the provisions of this Policy and applicable law, the provisions of law shall prevail. Any amendments or modifications to the applicable law shall automatically apply to this Policy.

The Committee will review this Policy as and when required due to changes in relevant laws or regulatory provisions and shall recommend appropriate revisions to the Board.

AFFIRMATION OF COMMITMENT

BEIL reaffirms its commitment to maintaining a diverse, inclusive, and high-performing Board, recognizing that diversity is a driver of innovation, resilience, and long-term value creation.

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Director

Chief Executive Officer