

DIRECTORS AND SENIOR MANAGEMENT

BOARD OF DIRECTORS

The Board of Directors consists of thirteen Directors, comprising two Executive Directors, two Non-executive Directors and nine Independent Non-executive Directors. Brief information of the Directors is set out below:

Name	Age	Position	Date of Appointment	Date of Joining the Group	Principal Responsibilities
MA Si Hang, Frederick (馬時亨)	73	Chairman and Independent Non-executive Director	September 2021	December 2013	Provide independent opinion and judgment to the Board
LI Tzar Kai, Richard (李澤楷)	58	Executive Director	November 2020	November 2020	Overall strategic planning and business direction
HUYNH Thanh Phong (alias 黃清風)	59	Group Chief Executive Officer and Executive Director	May 2021	December 2013	Overall strategic planning and business direction
Walter KIELHOLZ	74	Non-Executive Director	September 2021	September 2021	Provide strategic advice to the Board
John DACEY	65	Non-Executive Director	December 2022	December 2022	Provide strategic advice to the Board
CHUNG Kit Hung, Martina (鍾傑鴻)	66	Independent Non-executive Director	October 2020	February 2013	Provide independent opinion and judgment to the Board
John BAIRD	56	Independent Non-executive Director	September 2021	April 2015	Provide independent opinion and judgment to the Board

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Name	Age	Position	Date of Appointment	Date of Joining the Group	Principal Responsibilities
Dirk SLUIMERS	72	Independent Non-executive Director	May 2021	March 2016	Provide independent opinion and judgment to the Board
Laura DEAL-LACEY	49	Independent Non-executive Director	February 2025	April 2016	Provide independent opinion and judgment to the Board
Kyoko HATTORI	50	Independent Non-executive Director	September 2021	November 2017	Provide independent opinion and judgment to the Board
Yijia TIONG (張怡嘉)	40	Independent Non-executive Director	May 2021	May 2021	Provide independent opinion and judgment to the Board
LEUNG Ka Kui, Dominic (梁家駒)	77	Independent Non-executive Director	February 2025	February 2025	Provide independent opinion and judgment to the Board
Andrew WEIR	60	Independent Non-executive Director	February 2025	February 2025	Provide independent opinion and judgment to the Board

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Chairman

Professor MA Si Hang, Frederick (馬時亨), GBS, JP, has served as our Independent Non-Executive Director since September 2021 and in July 2022 was appointed as Chairman. Professor Ma served as our Deputy Chairman from January 2022 to July 2022. He has also served as a Director of our subsidiaries, FGL and FL, from December 2013 to July 2024, performing functions akin to those of an Independent Non-Executive Director, and as an Independent Non-Executive Director of FWD Management Holdings since May 2021.

Professor Ma has held different senior positions at various local and overseas banks, financial institutions and companies, including Chase Manhattan Bank, Royal Bank of Canada Dominion Securities, JP Morgan Chase, Kumagai Gumi (HK) Limited and Pacific Century CyberWorks Limited. In 2002, he joined the Hong Kong Government as the Secretary for Financial Services and the Treasury and assumed the post of Secretary for Commerce and Economic Development in 2007. In October 2008, he was appointed as an Honorary Professor of the School of Economics and Finance at the University of Hong Kong. In July 2009, Professor Ma was appointed as a member of the International Advisory Council of China Investment Corporation. In December 2011, he was appointed as a Permanent Honourable President of Hong Kong Special Schools Council. In 2013, he was appointed as an Honorary Professor of the Faculty of Business Administration at the Chinese University of Hong Kong and as a member of the Board of Governors of Lui Che Woo Prize Limited. From 2017 to 2020, he was appointed as the Council Chairman of The Education University of Hong Kong. In March 2023, he was appointed as a member of the Chief Executive's Council of Advisers. In 2024, he was appointed as an Honorary Professor of the Education University of Hong Kong. In February 2025, he was appointed by the Hong Kong Government as the Chairman of the Hong Kong Trade Development Council for two years from 1 June 2025 to 31 May 2027. He also serves as an Independent Non-Executive Director of HKEX listed COSCO Shipping Holdings Co., Ltd. and BOC Hong Kong (Holdings) Limited. He is also an Independent Non-Executive Director of Unicorn II Holdings Limited. Previously, he was the Chairman and Non-Executive Director of HKEX listed MTR Corporation Limited and an Independent Non-Executive Director of HKEX listed Agricultural Bank of China Limited and Guangshen Railway Company Limited.

Professor Ma graduated with a Bachelor of Arts (Honours) degree from the University of Hong Kong in November 1973, majoring in Economics and History. He was conferred an Honorary Doctor of Social Sciences by Lingnan University, City University of Hong Kong and Education University of Hong Kong in October 2014, October 2016 and November 2024 respectively.

Professor Ma has been serving the Group as an Independent Director for more than nine years. Our Company has received from Professor Ma a confirmation of independence according to Rule 3.13 of the Listing Rules. Throughout his directorship with the Group, Professor Ma has participated in board meetings to offer impartial advice and exercise independent judgment. Professor Ma has not engaged in any management role of the Group or any arrangement which would interfere with the exercise of his independent judgement. Taking into consideration the independent nature of Professor Ma's role and duties in the past years, the Board is of the view that Professor Ma's duration of service will not interfere with his carrying out the duties and responsibilities as an Independent Non-Executive Director even though he has served the Group for more than nine years. The Board considers

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Professor Ma to be independent and believes that the continuous appointment of Professor Ma as an Independent Non-Executive Director will help maintain the stability of the Board as Professor Ma has, over time, gained familiarity, experience and valuable insight into the business strategy, affairs and policies of the Group.

Executive Directors

LI Tzar Kai, Richard (李澤楷) was appointed to our Board in November 2020 and serves as our Executive Director. Mr. Li has also served as a Director on the boards of our subsidiaries, FGL and FL, from November 2020 to July 2024 and as an Executive Director of FWD Management Holdings since March 2024.

Mr. Li is the founder and serves as the Chairman of PCG. Mr. Li founded PCG in 1993, which has investments in the financial services, technology, media & telecommunications and property industries.

Presently, Mr. Li is the Executive Director and Chairman of HKEX listed PCCW, an information and communications technology company that PCG acquired in 1999. He is also the Executive Chairman and an Executive Director of HKEX listed HKT, a telecommunications company that PCCW acquired in 2000. He also serves as Chairman and Executive Director of Singapore Exchange listed Pacific Century Regional Developments Limited, as Executive Director of HKEX listed Pacific Century Premium Developments Limited and as Chairman of bolttech Holdings. In 2010, he acquired the asset management business of AIG through PCG, which was subsequently renamed as PineBridge. Mr. Li is a Non-Executive Director of PineBridge.

Mr. Li is a member of the Center for Strategic and International Studies' International Councillors Group in Washington, D.C. He was awarded the Lifetime Achievement Award by the Cable & Satellite Broadcasting Association of Asia in November 2011.

HUYNH Thanh Phong (alias 黃清風) is our Group Chief Executive Officer, a position he has held since March 2014, with responsibility to lead our regional business, operations and strategic development. Mr. Huynh has served as a Director of our subsidiaries, FGL and FL, from March 2014 to July 2024 and was appointed as an Executive Director of FWD Management Holdings in May 2021. He also held various positions on the boards of certain other companies in our Group from December 2013 to March 2024. Mr. Huynh is an insurance professional with more than 30 years of experience in the insurance industry, covering North America, Asia and the Middle East.

Before joining our Group, he worked with Argyle Street Management, a Hong Kong-based investment fund, in an advisory role from 2013 to 2014. From 2010 to 2013, Mr. Huynh was Regional Chief Executive for the AIA Group ("AIA"), responsible for leading its business operations in Singapore, Indonesia, Malaysia, Vietnam, India, Thailand and Sri Lanka. From 2009 to 2010, he served as Executive Vice President for Insurance at Fullerton Financial Holdings, a wholly owned subsidiary of Temasek Holdings, where he was responsible for building the insurance business in Indonesia, Malaysia, Vietnam, China, India, Pakistan and the Middle East. He also worked for 12 years at Prudential plc, where he

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held a number of senior level positions including the founding Chief Executive Officer of Prudential Vietnam and Managing Director for Prudential Corporation Asia, responsible for managing its operations in East Asia, Southeast Asia and the Middle East. He started his career in Canada with Crown Life, and moved to Manulife Financial, where he was appointed as Manulife's Appointed Actuary for the Greater China Region in 1992.

Mr. Huynh is a qualified actuary and a Fellow of the Society of Actuaries (USA). He was awarded the title of Officer of the Order of the British Empire by Queen Elizabeth II in June 2005 in recognition of his contribution in promoting UK financial services in Vietnam. Mr. Huynh graduated in June 1986 with a Bachelor of Science degree from the University of Alberta, Canada.

Non-executive Directors

Walter KIELHOLZ has served as our Non-Executive Director since September 2021. Mr. Kielholz has also served as a Non-Executive Director of FWD Management Holdings since July 2023.

Mr. Kielholz was named Honorary Chairman of Swiss Re Group since April 2021. After graduating in finance and accounting, he began his career at General Reinsurance Corporation, Zurich, in 1976. In 1986 he joined Credit Suisse, where he was responsible for banking relationships with large insurance groups. He joined reinsurer Swiss Re Group in 1989, becoming an Executive Board member in 1993, and served as Swiss Re Group's Chief Executive Officer from 1997 to 2002. He became Vice Chairman of Swiss Re Group's board in 2003 and served as Chairman from 2009 until April 2021, when he took up his present honorary role. He has served on a number of Swiss Re Group Committees throughout his long and distinguished career at Swiss Re Group, including the Finance and Risk Committees and the Chairman's and Governance Committee.

Mr. Kielholz's positions outside of Swiss Re Group include tenure on the board of Credit Suisse (1999 to 2014, Chairman from 2003 to 2009). He was elected to the International Insurance Society's Hall of Fame in March 2005 and awarded with the Honorary Citizen Award in Singapore in August 2022. Mr. Kielholz graduated in October 1975 with a Business, Finance and Accounting degree from the University of St. Gallen, Switzerland.

John DACEY has served as our Non-Executive Director since December 2022. He has also served as a Director of our subsidiaries, FGL and FL, from December 2022 to July 2024 and as a Non-Executive Director of FWD Management Holdings since April 2024.

Before Mr. Dacey's retirement from his executive role at Swiss Re on 31 March 2025, he was the Group Chief Financial Officer at Swiss Re Ltd, which is listed on SIX Swiss Exchange, a position he held from April 2018. He joined Swiss Re in October 2012 and was appointed Group Chief Strategy Officer and member of the Group Executive Committee in November 2012. He also served as Chairman of Admin Re[®] from November 2012 to May 2015. Mr. Dacey is a Non-Executive Director of HKEX listed China Pacific Insurance (Group) Co., Ltd.

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Mr. Dacey started his career in 1986 at the Federal Reserve Bank of New York. From 1990 to 1998, he was a consultant and subsequently Partner at McKinsey & Company. He joined Winterthur Insurance in 1998 and was its Chief Financial Officer from 2000 to 2004 as well as member of its Group Executive Board until 2007. From 2005 to 2007, he was Chief Strategy Officer and member of its Risk and Investment Committees. He joined AXA in 2007 as Group Regional Chief Executive Officer and Group Vice Chairman for Asia-Pacific as well as member of their Group Executive Committee.

Mr. Dacey graduated with a Bachelor’s degree in Economics from Washington University in August 1982, and received a Master’s degree in Public Policy from Harvard University in November 1986.

Independent Non-executive Directors

CHUNG Kit Hung, Martina (鍾傑鴻) was appointed to our Board in October 2020 and serves as our Independent Non-Executive Director. She currently serves as an Independent Non-Executive Director of FWD Management Holdings. She has also served as a Director of our subsidiaries, FGL and FL, from December 2013 to July 2024. She has also acted as a Director in other companies affiliated with, or in, our Group, including in FWD Financial Services from September 2017 to February 2024 and in FWD Group Management from July 2013 to January 2024. At each of these subsidiaries and companies affiliated with, or in, our Group, Ms. Chung’s role was akin to that of an Independent Non-Executive Director. Previously, Ms. Chung served as a Director of PCGI and FWD Pension Trust (renamed to Sun Life Pension Trust Limited in 2017).

Ms. Chung’s experience in the Asian life insurance industry spans more than three decades. She joined PCG in October 2011 and was responsible for business development and strategy as its Executive Vice President, Business Development. Prior to joining PCG, Ms. Chung spent 21 years with AIA, where she held a number of management positions, including as Head of Group Corporate Planning, executive oversight for Finance & Actuarial and Group Chief Actuary. She was also a member of the AIA Executive Committee.

Ms. Chung is a Fellow of the Society of Actuaries (United States). She graduated from the University of Toronto with a Bachelor of Arts degree in November 1980.

Ms. Chung has been serving the Group as an Independent Director for more than nine years. Our Company has received from Ms. Chung a confirmation of independence according to Rule 3.13 of the Listing Rules. Throughout her directorship with the Group, Ms. Chung has participated in board meetings to offer impartial advice and exercise independent judgment. Ms. Chung has not engaged in any management role of the Group or any arrangement which would interfere with the exercise of her independent judgement. Taking into consideration the independent nature of Ms. Chung’s role and duties in the past years, the Board is of the view that Ms. Chung’s duration of service will not interfere with her carrying out the duties and responsibilities as an Independent Non-Executive Director even though she has served the Group for more than nine years. The Board considers Ms. Chung

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to be independent and believes that the continuous appointment of Ms. Chung as an Independent Non-Executive Director will help maintain the stability of the Board as Ms. Chung has, over time, gained familiarity, experience and valuable insight into the business strategy, affairs and policies of the Group.

The Honourable John BAIRD, P.C. has served as our Independent Non-Executive Director since September 2021. He has also served as a Director of our subsidiaries, FGL and FL, from April 2015 to July 2024, performing functions akin to those of an Independent Non-Executive Director, and as an Independent Non-Executive Director of FWD Management Holdings since November 2021. Mr. Baird has also been a Non-Executive Director of our affiliated company, PineBridge, since 2015.

Mr. Baird is a former Senior Cabinet Minister in the Government of Canada and serves as a Senior Advisor to various enterprises. An instrumental figure in bilateral trade and investment relationships, Mr. Baird has played a leading role in the Canada-China dialogue and worked to build ties with ASEAN countries. In addition, Mr. Baird has worked closely with international leaders to strengthen security and economic ties with the United States and Middle Eastern countries. A native of Ottawa, Mr. Baird spent three terms as a Member of Parliament and four years as Foreign Minister. He also served as President of the Treasury Board, Minister of the Environment, Minister of Transport and Infrastructure, and Leader of the Government in the House of Commons. In 2010, he was selected by Members of Parliament from all parties as Parliamentarian of the Year. Prior to entering federal politics, Mr. Baird spent ten years in the Ontario Legislature where he served as Minister of Community and Social Services, Minister of Energy, and Government House Leader.

Mr. Baird has served as a Senior Business Advisor with Bennett Jones LLP, a Canadian law firm, since 2015. In addition, Mr. Baird holds positions on the Advisory Board of New York Stock Exchange listed Barrick Gold Corp. and New York Stock Exchange and Toronto Stock Exchange listed Corporate Boards of Canadian Pacific Kansas City, and Toronto Stock Exchange listed Canadian Forest Products (Canfor) where he serves as chair. He serves as a Senior Advisor at Eurasia Group, a global political risk consultancy. Mr. Baird also volunteers his time with Community Living Ontario, an organisation that supports individuals with developmental disabilities, and is a board member of the Friends of Israel Initiative.

Mr. Baird graduated in May 1992 with an Honours Bachelor of Arts degree in Political Studies, and was conferred an Honorary Doctor of Laws in June 2018, from Queen's University at Kingston.

Mr. Baird has been serving the Group as an Independent Director for more than nine years. Our Company has received from Mr. Baird a confirmation of independence according to Rule 3.13 of the Listing Rules. Throughout his directorship with the Group, Mr. Baird has participated in board meetings to offer impartial advice and exercise independent judgment. Mr. Baird has not engaged in any management role of the Group or any arrangement which would interfere with the exercise of his independent judgement. Taking into consideration the independent nature of Mr. Baird's role and duties in the past years, the Board is of the

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view that Mr. Baird's duration of service will not interfere with him carrying out the duties and responsibilities as an Independent Non-Executive Director even though he has served the Group for more than nine years. The Board considers Mr. Baird to be independent and believes that the continuous appointment of Mr. Baird as an Independent Non-Executive Director will benefit the Board by allowing it to draw on Mr. Baird's perspective gained through his extensive experience in the trade and investment sectors and his familiarity with the business of the Group.

Dirk SLUIMERS has served as our Independent Non-Executive Director since May 2021. He has served as a Director of our subsidiaries, FGL and FL, from March 2016 to July 2024, performing functions akin to those of an Independent Non-Executive Director, and as an Independent Non-Executive Director of FWD Management Holdings since May 2021.

From 2008 to 2016, Mr. Sluimers was the Chief Executive Officer of APG Group, which provides asset management, administration and fiduciary services for pension funds. Between 2016 and 2021, he was an Extraordinary State Councillor for the Council of State, which is the main advisory body of the Dutch government under chairmanship of King Willem Alexander of the Netherlands. Mr. Sluimers also serves as Vice Chairman of the Supervisory Board of Euronext Paris listed Euronext NV, Chairman of the Supervisory Board of Euronext Amsterdam NV and Chairman of the Supervisory Board of NIBC Bank. Mr. Sluimers is a member of the Advisory Boards of Quore Capital and Spencer Stuart Executive Search. Additionally, he is an advisor to Bank of America, Arrow Global Ltd and Equitix Ltd. He currently serves on a number of cultural and educational boards, including as a member of the Board of Governors of the State Academy for Finance and Economics, member of the Royal Dutch Society of Science and he is Chairman of the Thorbecke Fund. In September 2017, he was appointed to the Electoral Committee of the Dutch Liberal Party, having previously served in this Committee for the elections in 2010 and 2012. From 2003 to 2008, Mr. Sluimers was Chairman of the Board of Directors and Chief Financial Officer of ABP, the pension fund. Between 1991 and 2003, he held various positions at the Dutch Ministry of Finance, lastly as Director General of the Budget. Between 1987 and 1991, he was Deputy Director General at the Ministry of Public Health, and from 1979 to 1987, he held senior positions at the Ministry of Social Affairs and the Ministry of Finance. Previously, he was also a member of the Supervisory Boards of AkzoNobel NV, Atradius NV, Fokker NV, the National Investment Bank NV, Inter Access NV and ABP Insurance NV. He has also served on the Board of Trustees of the IFRS Foundation, the supervisory body of the International Accounting Standards Board and the Advisory Board of Rabobank. He was also the Chairman of the Board of Governors of the Postgraduate Programme for Treasury Management at the University of Amsterdam.

He graduated in April 1980 with a Master's degree in Economics from the Erasmus University Rotterdam and is an Officer in the Order of Orange Nassau.

Mr. Sluimers has been serving the Group as an Independent Director for more than nine years. Our Company has received from Mr. Sluimers a confirmation of independence according to Rule 3.13 of the Listing Rules. Throughout his directorship with the Group, Mr.

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Sluimers has participated in board meetings to offer impartial advice and exercise independent judgment. Mr. Sluimers has not engaged in any management role of the Group or any arrangement which would interfere with the exercise of his independent judgement. Taking into consideration the independent nature of Mr. Sluimers' role and duties in the past years, the Board is of the view that Mr. Sluimers' duration of service will not interfere with him carrying out the duties and responsibilities as an Independent Non-Executive Director even though he has served the Group for more than nine years. The Board considers Mr. Sluimers to be independent and believes that the continuous appointment of Mr. Sluimers as an Independent Non-Executive Director will benefit the Board by allowing it to draw on his considerable experience advising financial institutions combined with his familiarity with the business of the Group.

Laura DEAL-LACEY has served as our Independent Non-Executive Director since February 2025. She has also served as an Independent Non-Executive Director of FWD Management Holdings since February 2025. Previously, she has served as an Independent Non-Executive Director and the Chairman of the Board of FWD Singapore from 2016 to 2025, and 2022 to 2025 respectively.

Ms. Deal-Lacey currently serves as the Executive Vice-President for the international pillar of the Milken Institute, a global financial think tank, overseeing the extension of the Institute's programs and research to global markets (Europe, Latin America, Middle East, Asia and Africa), and has held various positions at the Milken Institute since she joined in 2013. Prior to joining the Milken Institute, Ms. Deal-Lacey served as the Executive Director of the American Chamber of Commerce in Singapore, the largest American chamber in Southeast Asia from 2008 to 2010. Before moving to Asia, from 2000 to 2008, she worked in Edelman in New York and at the World Economic Forum in Geneva. Additionally, she has served as an Advisory Board Member of Sim Kee Boon Institute for Financial Economics at the Singapore Management University since 2021, and as an Independent Director of Singapore Exchange listed Pacific Century Regional Developments Limited from 2015 to 2024.

Ms. Deal-Lacey obtained a Bachelor of Science degree from Arizona State University in May 1997, a Master of Science from Columbia University in the City of New York in February 2008, and an International Directors Certificate in corporate governance from INSEAD in February 2019.

Ms. Deal-Lacey has been serving the Group as an Independent Director for more than nine years. Our Company has received from Ms. Deal-Lacey a confirmation of independence according to Rule 3.13 of the Listing Rules. Throughout her directorship with the Group, Ms. Deal-Lacey has participated in board meetings to offer impartial advice and exercise independent judgment. Ms. Deal-Lacey has not engaged in any management role of the Group or any arrangement which would interfere with the exercise of her independent judgement. Taking into consideration the independent nature of Ms. Deal-Lacey's role and duties in the past years, the Board is of the view that Ms. Deal-Lacey's duration of service will

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not interfere with her carrying out the duties and responsibilities as an Independent Non-Executive Director even though she has served the Group for more than nine years. The Board considers Ms. Deal-Lacey to be independent and believes that the continuous appointment of Ms. Deal-Lacey as an Independent Non-Executive Director will benefit the Board by allowing it to draw on her familiarity, experience and valuable insight into the Southeast Asian market and the business strategy, affairs and policies of the Group that she gained while being a Director of the Board of FWD Singapore.

Kyoko HATTORI has served as our Independent Non-Executive Director since September 2021. She has also served as a Director of our subsidiaries, FGL and FL, from November 2017 to July 2024 and of FWD Life Japan since December 2017, performing functions at these companies akin to those of an Independent Non-Executive Director. She has been an Independent Non-Executive Director of FWD Management Holdings since May 2021.

Ms. Hattori holds the position of Vice President at Pace gallery focusing on developing a Japanese collector base for the gallery and cultivating new relationships with local artists and institutions in Japan. From 2016 to 2024, she was a Regional Director at Phillips Auctioneers Limited in Japan where she started their Tokyo office in 2016 and was responsible for the management of client relationships and development of the collector base. From 2013 to 2015, Ms. Hattori was a Consultant at Spencer Stuart & Associates, where she led executive searches for both Japanese and global clients in the consumer industry. Between 2004 and 2013, she rose from Associate to Director at Aetos Japan, where she was in charge of deal origination and management of client relationships and transactions including hard assets, non-performing loans and mergers & acquisitions, with a focus on Japanese and foreign financial institutions, and spearheading the company's marketing efforts. From 2002 to 2004, she worked at Space Design, a property developer, as a Manager and subsequently an Executive Officer, overseeing their business planning, marketing and project management. Ms. Hattori started her career in 1998 with a four-year stint as a business analyst and an associate at McKinsey & Company, providing consulting services to clients in the banking, insurance, pharmaceutical and FMCG industries.

She graduated from University of Tokyo with a degree in Economics in March 1998.

Yijia TIONG (張怡嘉) has served as our Independent Non-Executive Director since May 2021. She has also served as an Independent Non-Executive Director of FWD Management Holdings since January 2022.

Ms. Tiong is the Chief Executive Officer of Ming Pao Newspapers Limited, a Hong Kong-based newspaper publication. She was appointed to this position in July 2024 and was previously the Chief Strategy Officer at Ming Pao Newspapers Limited, a position she held since 2017. She has extensive experience in business development, sales and marketing, media operations and corporate management. She also serves as an Executive Director and is a member of the Group Executive Committee and Sustainability Committee of Media Chinese International Limited, which is dual-listed on HKEX and Bursa Malaysia Securities

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Berhad. Additionally, Ms. Tiong is a Director of Ming Pao Holdings Limited and WAW Creation Limited (formerly known as MCIL Digital Limited) and a member of the Executive Committee of The Malaysian Chamber of Commerce (Hong Kong & Macau).

She graduated from the University of Melbourne with a Bachelor of Arts degree in Art History and Politics and a Bachelor of Commerce degree in Economics and Management in December 2007. She obtained the Pearson SRF BTEC Level 7 Advanced Professional Diploma for The Financial Times Non-Executive Director in May 2023.

LEUNG Ka Kui, Dominic (梁家駒) has served as our Independent Non-Executive Director since February 2025. He has also served as an Independent Non-Executive Director of FWD Management Holdings since February 2025. Mr. Leung has over 40 years of experience in the insurance industry.

Mr. Leung held various positions at Ping An Group from 2004 to 2013, including as its Chief Advisor, Executive Vice President and Chief Insurance Business Officer. He also served as Chairman and Chief Executive Officer of Ping An Life Insurance Company of China, Ltd from 2004 to 2006. From 1996 to 2003, Mr. Leung was the Managing Director of Greater China in Prudential Corporation Asia Ltd. From 1989 to 1996, he worked in Taiwan Nanshan Life Insurance Company, Ltd., and the last position he held before his departure was General Manager. From 1975 to 1989, Mr. Leung worked at AIA and the last position he held before his departure was Vice President. Mr. Leung also served as a Non-Executive Director of Ping An Health Insurance Company of China, Ltd. from 2009 to 2024, an Independent Non-Executive Director of AIA Company Limited from 2015 to 2022, and a Non-Executive Director of China Post Life Insurance Company Limited from 2022 to 2024.

He obtained a Bachelor's degree in Science and a Diploma in Systems Analysis from the Chinese University of Hong Kong in October 1971 and October 1974 respectively, and is also designated as a Fellow, Life Management Institute of the Life Office Management Association in Atlanta, USA.

Andrew WEIR, BBS, MBE, JP, has served as our Independent Non-Executive Director since February 2025. He has also served as an Independent Non-Executive Director of FWD Management Holdings since February 2025. Mr. Weir has extensive experience servicing boards and audit committees of listed companies, financial services, public bodies, and family offices in Hong Kong, China, UK, Asia, and the Middle East across a broad range of sectors. Mr. Weir retired from KPMG in September 2024 after 33 years of working there, and had held the positions of Regional Senior Partner of KPMG in Hong Kong, Vice Chairman of KPMG China, Global Chairman of Asset Management and sat on the Global Financial Services Steering Group.

Mr. Weir currently serves as the Chairman of the Listing Review Committee of the Hong Kong Stock Exchange since 2022. He also serves as a Council Member of the Hong Kong Institute of Directors and as the Convenor of the Corporate Governance Committee of the Financial Services Development Council, a position he has held since 2019. In addition, he

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holds various positions in the Hong Kong Jockey Club, including serving as the Chairman of the Audit and Risk Committee since 2023 (and a member since 2022), a member of the Finance Committee since 2021, a member of the Investment Committee since 2021, a member of the Nomination Committee since 2024, and a trustee of the Hong Kong Jockey Club Charities Trust since 2021.

Previously, Mr. Weir served as the Chairman of the Listing Committee of the Hong Kong Stock Exchange from 2017 to 2020. In respect of the Financial Services Development Council, he served as a Council Member and as a Member of the Policy Research Committee from 2017 to 2019. Additionally, Mr. Weir served as a Council Member and was a member of the Finance Committee of the Trade Development Council from 2016 to 2022.

Mr. Weir currently holds several other positions, including as Chair of the Supervisory Board of the British Chamber of Commerce since 2023, and as the Steward of The Hong Kong Jockey Club since 2021.

Additionally, he has served as Director of The Hong Kong Institute of Directors Limited since 2021, and has been a Director and Vice Chairman of Financial Services Development Council since 2019 and 2023 respectively. Director and Chairman of Pacific Basin Economic Council Limited in 2014 and in 2017 respectively. He was also appointed as an Independent Non-Executive Director of Standard Chartered Bank (Hong Kong) Limited in 2025. He has also served as a Director of Plan International Hong Kong Limited since 2010, as well as previously serving as the Chair of its Finance and Administration Committee from 2014 to 2024.

Mr. Weir is a Fellow and Council Member of the Institute of Chartered Accountants in England and Wales and a Fellow of the Hong Kong Institute of Certified Public Accountants. He is also a Fellow and Council Member of the Hong Kong Institute of Directors. He has also been a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants since September 1993.

Mr. Weir was awarded a Bachelor’s degree in Economics and a Master’s degree in Economic Development from the University of Leicester in July 1986 and July 1987 respectively.

Save as disclosed above in “– Board of Directors” above and “Appendix V – Statutory and General Information”, each Director had not held any other directorships in listed companies during the three years immediately prior to the Latest Practicable Date and there is no other information in respect of the Directors to be disclosed pursuant to Rule 13.51(2) of the Listing Rules and there is no other matter that needs to be brought to the attention of the Shareholders.

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SENIOR MANAGEMENT OF THE GROUP

The Executive Directors and members of the senior management of the Group are responsible for the day-to-day management of our business. Certain information relating to the Executive Directors is set out in “– *Directors*” above.

The members of the senior management of the Group include the following:

Name	Age	Position in the Group	Roles and Responsibilities	Date of Appointment as Senior Management	Date of Joining the Group
HUYNH Thanh Phong (alias 黃清風)	59	Group Chief Executive Officer and Executive Director	Overall strategic planning and business direction	March 2014	December 2013
Siddhartha SANKARAN	47	Group Chief Financial Officer and Group Chief Operating Officer	Leads the finance, actuarial, investment and governance functions across the Group, oversees financial direction and strategy, and responsible for coordinating our Group functions and providing Group leadership to our businesses in Hong Kong and Macau and Japan	September 2023	June 2023
Binayak DUTTA	52	Senior Managing Director, Southeast Asia and Group Chief Business Operations Officer	Oversees our life insurance businesses in Southeast Asia (including our businesses in Thailand and Cambodia), growth and development of our accident and health business, and responsible for the Group’s core technology and customer functions, and brand and marketing team	November 2016	November 2016

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Name	Age	Position in the Group	Roles and Responsibilities	Date of Appointment as Senior Management	Date of Joining the Group
LAU Chi Kin (柳志堅)	57	Managing Director, Greater China, and Chief Executive Officer, Hong Kong	Leads our business growth and development in Mainland China, Macau and Hong Kong	March 2018	January 2018
Lee Yen HO	54	Group Chief Distribution and Proposition Officer	Responsible for the Group's agency, partnership, independent financial advisor, proposition, and digital commerce functions	January 2024	January 2024
Peter REYNOLDS	44	Group Chief Strategic Development Officer	Leads our strategy, business development, financial planning and analysis and ESG functions	November 2024	November 2024
Jeremy PORTER	57	Group Chief Risk Officer	Responsible for the Group's risk and compliance functions	February 2023	February 2023
CHOW Hun Chi Julie (周幸子)	51	Group Chief Human Resources Officer	Responsible for the Group's people, culture and organisational strategy, people operations and property and facilities management	March 2023	October 2017
Jong Hoon KIM	46	Group Chief Digital Officer	Leads our digital, artificial intelligence, data and innovation initiatives	January 2024	May 2019

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Name	Age	Position in the Group	Roles and Responsibilities	Date of Appointment as Senior Management	Date of Joining the Group
David KORUNIĆ	59	Chief Executive Officer, Thailand and Cambodia	Leads our business growth and development in Thailand and Cambodia	October 2020	July 2019
Tsuyoshi IJICHI	59	Representative Director, President and Chief Executive Officer, Japan	Leads our business growth and development in Japan	January 2025	January 2025
Michael VAN VUUREN	45	Group Chief Actuary	Leads our actuarial function across the Group	January 2025	September 2021
Sandeep PANDEY	53	Group Chief Technology and Operations Officer	Responsible for the Group's technology, information security and shared services teams, and oversees the Group's customer function and Omne	January 2025	September 2020

HUYNH Thanh Phong (alias 黃清風) is our Group Chief Executive Officer, a position he has held since March 2014. Mr. Huynh has served as a Director of our subsidiaries, FGL and FL, from March 2014 to July 2024 and was appointed as an Executive Director of FWD Management Holdings in May 2021. For further details of Mr. Huynh, please refer to the paragraph headed “*Directors and Senior Management – Board of Directors – Executive Directors – HUYNH Thanh Phong*” in this section.

Siddhartha SANKARAN has served as the Group Chief Financial Officer and Group Chief Operating Officer since January 2025 and joined the Group as a Senior Advisor in June 2023, and was the Managing Director and Group Chief Financial Officer from September 2023 to December 2024. He heads our finance, actuarial, investment and governance functions, overseeing its financial direction and strategy, and responsible for coordinating our Group functions and providing Group leadership to our businesses in Hong Kong and Macau, and Japan. Mr. Sankaran has over 25 years of insurance industry experience. Previously, Mr. Sankaran was the Chairman and CEO of SiriusPoint Ltd. from the company’s inception and listing in February 2021 until May 2022, having served as the Chairman of the Board of Directors of Third Point Reinsurance Ltd. from August 2020 to February 2021 (and as a Director from August 2019 to February 2021), during its acquisition of Sirius Group. Prior to

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this, Mr. Sankaran was Chief Financial Officer of New York Stock Exchange listed Oscar Health from March 2019 to March 2021 and also acted as interim Chief Financial Officer from December 2022 to August 2023. Mr. Sankaran joined the Board of Directors of Oscar Health in February 2021. Earlier in his career, Mr. Sankaran worked from November 2010 until December 2018 at AIG, first as Chief Risk Officer and later as Chief Financial Officer. Prior to joining AIG, Mr. Sankaran was a Partner in the Finance and Risk practice of Oliver Wyman Financial Services, where he led the company's Toronto office. Mr. Sankaran graduated with distinction from the University of Waterloo with a Bachelor of Mathematics majoring in Actuarial Science in June 1999.

Binayak DUTTA has served as the Senior Managing Director, Southeast Asia and Group Chief Business Operations Officer since January 2025 and joined the Group as Group Chief Distribution Officer in November 2016, and was the Managing Director, Emerging Markets from February 2018 to December 2024. He oversees our life insurance companies in Southeast Asia (including our businesses in Thailand and Cambodia), growth and development of our accident and health business, and leads the Group's core technology and customer functions, and brand and marketing team. He has over 20 years of experience in the insurance industry in Asia. He holds various board positions within our Group, including in Indonesia, Malaysia, Singapore, Thailand and Vietnam. Prior to joining us, he served as the Chief Executive Officer of Prudential Life Assurance (Thailand) Public Company Limited and has a track record in leading multi-national insurers through diverse phases from start-up to acquisition, merger and realignment. Mr. Dutta graduated with a Bachelor of Economics degree from Jadavpur University in August 1994 and obtained a Master of Business Management degree from the Institute of Management Technology in India in June 1996.

LAU Chi Kin (柳志堅) has served as the Managing Director, Greater China and Chief Executive Officer, Hong Kong, since March 2018. He manages our business in Hong Kong and Macau, spearheading a technology-driven, customer-led strategy, and is responsible for driving our expansion plans into Greater China. He also serves as a Director on the board of FWD Philippines. Mr. Lau has more than 30 years of experience in the insurance industry in Asia, having held a number of senior management positions, including as the Chief Executive Officer of Union Life and as President of Ping An Life in China. Mr. Lau graduated from the University of Hong Kong with a Bachelor of Science degree in December 1989 and is a Fellow of the Society of Actuaries.

Lee Yen HO has served as our Group Chief Distribution and Proposition Officer since January 2024 and leads our agency, partnership, independent financial advisor, proposition, and digital commerce functions. She has extensive experience in the insurance industry including in actuarial, distribution, marketing and customer solutions roles. Prior to joining our company, Ms. Ho was the Chief Executive Officer of HSBC Life Singapore where she completed the acquisition of AXA Singapore and legally integrated HSBC Life and AXA Singapore within one year post completion of the acquisition. Before joining HSBC Life Singapore, she worked for AIA Singapore for over 10 years where she held various senior positions including Chief Distribution Officer, Chief Customer and Marketing Officer and

DIRECTORS AND SENIOR MANAGEMENT

Chief Partnership Officer. As Chief Customer and Marketing Officer, she was instrumental in the launch of AIA Vitality, a science-backed health and wellness programme, and initiated the development of innovative solutions to strengthen customer propositions. Ms. Ho graduated with a Bachelor of Business degree in Actuarial Science in May 1993 from the Nanyang Technological University. She is Fellow of Institute of Actuaries and Fellow of the Life Management Institute.

Peter REYNOLDS has served as our Group Chief Strategic Development Officer since November 2024. He leads the Group's strategy, business development, financial planning and analysis and ESG functions. Mr. Reynolds has over 20 years of experience in global financial services consulting, gained from his various leadership positions in the Hong Kong, New York and London offices of Oliver Wyman, an international management consulting firm. Prior to joining us, Mr. Reynolds held the position of Asia-Pacific Head of Industries and Financial Services at the Hong Kong office of Oliver Wyman. From 2019 to 2023, he was the Head of Greater China and also spent time as Head of Oliver Wyman's Climate and Sustainability practice in Asia Pacific, leading on, among other things, management and business transformations. He was responsible for a broad range of strategy engagements and development of client relationships when he was the co-Head of Greater China Financial Services at the same office from 2016 to 2019. Mr. Reynolds completed a Bachelor of Arts degree in Modern History and Economics from the University of Oxford in June 2002, and graduated with a Master of Business Administration with a distinction from INSEAD in 2008.

Jeremy PORTER has served as our Group Chief Risk Officer since February 2023. He now leads the Group's risk and compliance functions. Mr. Porter has extensive experience in the insurance industry, gained from leadership experience in finance, risk, and actuarial roles. He also has 10 years of direct experience in risk management. Prior to joining our Group, Mr. Porter held the position of Chief Risk Officer for AXA Hong Kong and Macau from October 2019 to January 2023. Previously, he was Group Chief Risk Actuary for HSBC Insurance. Mr. Porter graduated with a Bachelor of Arts degree in Mathematics in June 1989 from the University of Cambridge. Mr. Porter is a Fellow of the Institute of Actuaries (UK).

CHOW Hun Chi, Julie (周幸子) joined the Group in October 2017, has served as our Group Chief Human Resources Officer since March 2023 and leads our people, organisation and human resources strategy, driving a well-being strategy to foster a caring and performance driven culture across the Group, as well as our property and facilities management team. Ms. Chow has more than 25 years of experience in the human resources industry, gained from leading diverse teams across Asia Pacific with companies including Zurich Insurance, the Royal Bank of Scotland Group, HSBC and Cathay Pacific Airways. Ms. Chow has broad experience across a range of human resources areas including total rewards, employee wellbeing, performance management, talent acquisition and management, and HR business partnering. Ms. Chow graduated with a Bachelor's degree of Commerce and Business Administration with a major in Accounting from the University of British Columbia in May 1995 and she successfully passed the Certified Public Accountant examination in February 1999.

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Jong Hoon KIM has served as our Group Chief Digital Officer since May 2019. He leads our digital, artificial intelligence, data and innovation initiatives. Mr. Kim has more than 20 years of experience in the digital and technology sector and more than 12 years of experience in the financial services industry in Asia. Before joining our company, Mr. Kim was the Managing Director and Regional Head of Digital for Greater China & North Asia at Standard Chartered Bank from 2017 to 2019, where he managed the digital strategy, various digital alliance and marketing initiatives, and drove digital innovation in the business transformation for the bank. Before that, he held various leadership roles at Standard Chartered Bank as the head of segment for retail banking in Korea, the program director for bank digitisation and as a management consultant at Accenture. Mr. Kim graduated with a Bachelor of Information Systems from Monash University in October 2003 and a Master of Business Administration degree from The University of Chicago Booth School of Business in March 2015.

David KORUNIĆ joined the Group in July 2019 and now serves as the Chief Executive Officer of FWD Thailand and Cambodia. He is a qualified Chartered Accountant who has over 30 years' experience in the life insurance industry in Asia. Previous roles include various country and regional financial controller roles and country CFO and CEO roles including with Manulife from December 1989 to February 1997, Allianz from February 1997 to November 2003, Prudential Corporation Asia from November 2003 to August 2004, AXA from August 2004 to December 2018 and SCB Life, now amalgamated with FWD Thailand, from September 2019 to October 2020. Mr. Korunić received a Bachelor of Commerce degree from University of Canterbury, New Zealand in 1986.

Tsuyoshi IJICHI has served as our Representative Director, President and Chief Executive Officer of FWD Life Japan since January 2025. He has over 25 years of financial services experience in Japan. Previously Mr. Ijichi held several key roles at MetLife Insurance K.K., including as Representative Statutory Executive Officer and Deputy President from 2022 to 2024. Earlier in his career, Mr. Ijichi was at General Electric Company, including as President and Chief Executive Officer of GE Nissen Credit JV, GE Capital from 2006 to 2011. Mr. Ijichi started his career at Sanwa Bank Ltd (now Mitsubishi UFJ Financial Group) in 1988. Mr. Ijichi obtained his Bachelor of Economics at the University of Tokyo in March 1988 and was awarded a Master of Business Administration from Duke University's Fuqua School of Business in May 1993.

Michael VAN VUUREN has served as the Group Chief Actuary since joining the Group in September 2021. He leads the actuarial function across the Group where his responsibility spans financial reporting, balance sheet management, reinsurance and capital management as well as products and compensation. With over 25 years of insurance sector experience in Asia, UK, Europe and South Africa, he joined the Group from KPMG based in Hong Kong where he was leading the Asia Pacific Actuarial and Insurance Risk Management practice from 2016 to 2021. Prior to this Mr. van Vuuren held positions with EY based in London from 2004 to 2016 where he last led the UK firm's Finance, Actuarial and Insurance Risk Management services and in South Africa within a local insurer from 2002 to 2004. Mr. van Vuuren is a Fellow of the Institute of Actuaries (UK) and graduated with a Bachelor of Science degree with Honours in Actuarial Science Statistics and Advanced Mathematics of Finance from the University of Witwatersrand, South Africa in February 2002.

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Sandeep PANDEY joined the Group in September 2020 and has served as our Group Chief Technology and Operations Officer since March 2024. He oversees all aspects of enterprise IT, including strategy, architecture, cloud, security and applications. He also manages our customer function, internal insurance operating platform, and consumer engagement and policy servicing platform. Mr. Pandey has over 20 years of global experience in the insurance sector, where he focused on information technology, digital initiatives, and customer experience. Prior to joining our Group, Mr. Pandey served as Group Director of Architecture, Programmes and Operations at Bupa from February 2019 to September 2020. Before joining Bupa, Mr. Pandey worked at AIA for over 10 years, during which he held various senior positions including Chief Technology Officer of AIA Malaysia from March 2017 to January 2019 and Director and Head of IT Transformation of AIA International, Hong Kong from October 2013 to February 2018. Mr. Pandey graduated from the University of Mumbai with a Bachelor of Science (Physics) in April 1992 and a Bachelor of Engineering, Computer Technology in April 1995.

COMPANY SECRETARY

YEUNG John Sze has been appointed as our Company Secretary with effect from March 2024. Mr. Yeung has served as our Group Head of Regulatory Affairs and Company Secretariat since April 2024 and joined the Group in December 2022. He leads our regulatory affairs and company secretariat teams with over 25 years of experience as a lawyer including over 14 years as an in-house counsel with insurance groups. Prior to joining our Company, Mr. Yeung was at AIA for approximately 12 years as the Head of Regulatory Compliance and before that, as a Regulatory Counsel. Mr. Yeung graduated with a Bachelor of Science degree from the University of Toronto in June 1990. He also obtained a Master of Business Administration degree from York University in June 1992, a law degree from the University of Victoria in May 1996 and a Master of Laws degree from York University in June 1999. Mr. Yeung was admitted as a solicitor in Hong Kong in April 2005.

BOARD COMMITTEES

The Board has established the audit committee, the compensation committee, the nomination and corporate governance committee and the risk committee.

Audit Committee

We have established the audit committee in compliance with Rule 3.21 of the Listing Rules and the Corporate Governance Code as set out in Appendix C1 to the Listing Rules. The primary duties of the audit committee are to oversee the financial reporting system and internal control procedures of our Company, review the financial information of our Company and consider issues relating to the external auditors and their appointment.

DIRECTORS AND SENIOR MANAGEMENT

The audit committee consists of six Directors. The members of the audit committee are:

MA Si Hang, Frederick (*Chairman*)
Walter KIELHOLZ
LEUNG Ka Kui, Dominic
Dirk SLUIMERS
Yijia TIONG
Andrew WEIR

Compensation Committee

We have established a compensation committee of the Board in compliance with Rule 3.25 of the Listing Rules and the Corporate Governance Code as set out in Appendix C1 to the Listing Rules. The primary duties of the compensation committee are to make recommendations to the Board on our policy and structure for all remuneration of directors and senior management and on the establishment of a formal and transparent procedure for developing policy on such remuneration.

The compensation committee consists of seven Directors. The members of the compensation committee are:

John BAIRD (*Chairman*)
John DACEY
Laura DEAL-LACEY
Kyoko HATTORI
LI Tzar Kai, Richard
MA Si Hang, Frederick
Yijia TIONG

Nomination and Corporate Governance Committee

We have established a nomination and corporate governance committee of the Board (the “**Nomination Committee**”) in compliance with the Corporate Governance Code of the Listing Rules. The primary duties of the nomination and corporate governance committee are to review the structure, size and composition of the Board, assess the independence of the Independent Non-Executive Directors, make recommendations to the Board on the appointment and re-appointment of Directors and succession planning for Directors, overseeing our Company’s ESG and sustainability strategy, initiatives, policies and/or practices and performance and otherwise taking a leadership role in shaping the corporate governance of our Company and to ensure that we are operated and managed for the benefit of all shareholders and to ensure our compliance with the Listing Rules.

DIRECTORS AND SENIOR MANAGEMENT

The Nomination Committee consists of six Directors. The members of the Nomination Committee are:

MA Si Hang, Frederick (*Chairman*)
John BAIRD
Laura DEAL-LACEY
Kyoko HATTORI
Walter KIELHOLZ
Yijia TIONG

Risk Committee

We have established the Risk Committee with written terms of reference. The primary duties of the Risk Committee are to oversee the implementation of the enterprise risk management framework across our Company, ensuring the formulation and implementation of our investment strategies, oversee the investment of all our assets (other than operating assets) within the risk guidelines set by the board, and review and approve our investment strategy, permissible asset universe and asset allocation frameworks.

The Risk Committee consists of seven Directors. The members of the Risk Committee are:

John DACEY (*Chairman*)
John BAIRD
CHUNG Kit Hung, Martina
LEUNG Ka Kui, Dominic
MA Si Hang, Frederick
Dirk SLUIMERS
Andrew WEIR

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT AND REMUNERATION OF FIVE HIGHEST PAID INDIVIDUALS

For the years ended 31 December 2022, 2023 and 2024, the aggregate amount of the fees, salaries, housing allowances, other allowances, benefits in kind (including contribution to the Group's pension scheme) and bonuses paid by the Group to the Directors were HK\$16 million, HK\$66 million and HK\$52 million, respectively.

Under the current arrangements, the aggregate remuneration and benefits in kind payable to the Directors for the financial year ending 31 December 2025 are estimated to be HK\$48 million.

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For the year ended 31 December 2022, none of the five highest paid individuals was a Director. The aggregate amount of the fees, salaries, housing allowances, other allowances, benefits in kind (including contribution to the Group's pension scheme) and bonuses paid by the Group to the five highest paid individuals were HK\$212 million.

For the year ended 31 December 2023, one of the five highest paid individuals was a Director. The aggregate amount of the fees, salaries, housing allowances, other allowances, benefits in kind (including contribution to the Group's pension scheme) and bonuses paid by the Group to the four remaining highest paid individuals were HK\$166 million.

For the year ended 31 December 2024, one of the five highest paid individuals was a Director. The aggregate amount of the fees, salaries, housing allowances, other allowances, benefits in kind (including contribution to the Group's pension scheme) and bonuses paid by the Group to the four remaining highest paid individuals were HK\$194 million.

The remuneration of our senior management is designed to provide equitable, motivating and competitive incentive to align with Shareholders' interest and foster the long-term sustainable growth of the business within overall risk management framework. The remuneration mainly comprises base salary, short-term variable remuneration and long-term variable remuneration. The variable remunerations are linked to achievement of certain key performance indicators which reflect our business strategies with a focus on sustainable and value-focused growth.

During the Track Record Period and up to 31 December 2024, remuneration in the amount of US\$6 million was paid to the Directors or the five highest paid individuals as an inducement to join or upon joining the Group. No compensation was paid to, or receivable by, the Directors or past directors of our Company or the five highest paid individuals for the loss of office as director of any member of the Group or of any other office in connection with the management of the affairs of any member of the Group. None of the Directors had waived any remuneration and/or emoluments during the Track Record Period.

Information on the letters of appointment entered into between our Company and the Directors is set out in “Appendix V – Statutory and General Information.”

BOARD DIVERSITY

The Board has adopted a policy which sets out the approach to achieving diversity for the Board. The board diversity policy aims to enhance the effectiveness of our board and our corporate governance standards by ensuring diversity. As at the Latest Practicable Date, women make up 31% of our Board and, as at 31 December 2024, 32% of our assistant vice presidents or above.

DIRECTORS AND SENIOR MANAGEMENT

Our Company recognises the benefits of a Board that possesses a balance of skills, experience, expertise, independence and knowledge and diversity of perspectives appropriate to the requirements of the businesses of our Company.

Our Company maintains that Board appointment should be based on merit that complements and expands the skills, experience, expertise, independence and knowledge of the Board as a whole, taking into account gender, age, professional experience and qualifications, cultural and educational background, and any other factors that the Board might consider relevant and applicable from time to time towards achieving a diverse Board.

The Nomination Committee of our Company is responsible for reviewing the structure, size and composition of the Board, selecting the individuals to be nominated as Directors, reviewing and monitoring the implementation of the board diversity policy, reviewing succession plan of Directors and making recommendations on these matters to the Board for approval to ensure that it has a balanced composition of skills, experience, expertise, independence and knowledge appropriate to the requirements of the businesses of our Company, with due regard to the benefits of diversity on the Board.

COMPLIANCE ADVISER

We have appointed CMB International Capital Limited as our compliance adviser pursuant to Rule 3A.19 of the Listing Rules to provide advisory services to our Company. In compliance with Rule 3A.23 of the Listing Rules, our Company must consult with, and if necessary, seek advice from, the compliance adviser on a timely basis in the following circumstances:

- (a) before the publication of any regulatory announcement and circular as well as financial report;
- (b) where a transaction, which might be a notifiable or connected transaction, is contemplated, including share issues and share repurchases/buy-backs;
- (c) where our Company proposes to use the [REDACTED] of the [REDACTED] in a manner different from that detailed in this document or where the Group's business activities, developments or results of operation deviate from any forecast, estimate or other information in this document; and
- (d) where the Stock Exchange makes an inquiry of our Company under Rule 13.10 of the Listing Rules.

The term of the appointment of the compliance adviser will commence on the [REDACTED] and is expected to end on the date on which we comply with Rule 13.46 of the Listing Rules in respect of our financial results for the first full financial year commencing after the [REDACTED].