

In addition to the mid-year strategy review in March 2025 and the strategy meeting in September 2025, the Board held six meetings in 2025 to discuss key matters relating to the Group's strategies, business operations, performance, governance, risk management, corporate responsibility, investor relations, and human capital, and also bi-annual meetings with the Chairman and Deputy Chairmen of the Listing Committee to discuss listing related matters.

Meetings of Non-executive Directors are held from time to time, as appropriate. The HKEX Chairman also has regular gatherings with other Directors, occasionally without the presence of the Chief Executive Officer, to consider issues in an informal setting.

Attendance Record of Directors and Committee Members in 2025 ¹

	2025 AGM	Board	Audit Committee	Board Executive Committee	Corporate Responsibility Committee	Investment Committee	Listing Operation Governance Committee	Nomination and Governance Committee	Remuneration Committee	Risk Committee	Risk Management Committee (statutory)
Number of Meetings	1	8²	4	6	4	4	4	4	4	4	4
INEDs											
Carlson Tong (Chairman)	1/1	8/8		6/6	4/4			4/4	4/4		4/4
Nicholas Allen ³	1/1	8/8	4/4					2/2	3/3	4/4	
Apurv Bagri ⁴	1/1	3/3						2/2	1/1		
Peter Brien ⁵		5/5	2/2	4/4			2/2			2/2	
K P Chan	1/1	8/8			4/4	3/3					
C H Cheah	1/1	8/8		6/6		4/4	3/4	3/4			
Anna Cheung ⁶	1/1	8/8	4/4	6/6	4/4			2/2	4/4		
Herbert Chia	1/1	8/8	4/4			4/4				4/4	
Susan Chow ⁷	1/1	8/8	2/2		4/4		4/4		4/4	4/4	3/4
Ding Chen ⁸		5/5			3/3	3/3				2/2	
Nisa Leung ⁴	1/1	3/3						2/2		1/2	
Hugo Leung ⁹	1/1	8/8	3/4	6/6		4/4	2/2			4/4	4/4
Joseph Yam	1/1	7/8				4/4			3/4	4/4	
Zhang Yichen	1/1	7/8			4/4	3/4		4/4			
Executive Director											
Bonnie Y Chan	1/1	8/8		6/6	4/4						
Market Professionals											
Renu Bhatia ¹⁰							2/2				
Daryl Ho											4/4
Terence Keyes							3/4				
Miranda Kwok											3/4
Rico Leung											4/4
Sun Yu											2/4
Christopher Wong ¹⁰							2/2				
Xing Guiwei											4/4
Attendance Rate	100%	98%	95%	100%	100%	96%	90%	95%	95%	96%	88%¹¹

1 During 2025, certain members of the Board also performed a regulatory role by serving as members of the Listing Nominating Committee and/or the Listing Policy Panel.

2 Includes the mid-year strategy review in March 2025 and the strategy meeting in September 2025

3 Mr Allen was appointed as a member of the Nomination and Governance Committee and Remuneration Committee on 30 April 2025.

4 Mr Bagri and Ms Leung retired from the Board and the relevant committees on 30 April 2025. Following his retirement, Mr Bagri was appointed as Senior Advisor to the Board from 1 May 2025 to 30 April 2026 and a member of International Advisory Council on 1 May 2025.

5 Mr Brien was appointed as Director and a member of the Audit Committee, Board Executive Committee, Listing Operation Governance Committee and Risk Committee on 30 April 2025.

6 Ms Cheung was appointed as a member of the Nomination and Governance Committee on 30 April 2025.

7 Mrs Chow ceased to be a member of the Audit Committee on 30 April 2025.

8 Mr Ding was appointed as Director and a member of the Corporate Responsibility Committee, Investment Committee and Risk Committee on 30 April 2025.

9 Mr Leung ceased to be a member of the Listing Operation Governance Committee on 30 April 2025.

10 Mr Wong succeeded Ms Bhatia as a member of the Listing Operation Governance Committee by virtue of his appointment as the Chairman of the Listing Committee effective 4 July 2025.

11 The attendance rate calculation took into account the attendance by alternate(s) to member(s) of the committee, who are market professionals.