

In addition to the mid-year strategy review in March 2023 and the strategy meeting in September 2023, the Board held eight meetings in 2023 to discuss key matters relating to the Group's strategies, business operations, performance, governance, risk management, CSR, investor relations, and human capital, and 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 2023 ¹

	2023 AGM	Board	Audit Committee	Board Executive Committee	CSR Committee	Investment Committee	Listing Operation Governance Committee	Nomination and Governance Committee	Remuneration Committee	Risk Committee	Risk Management Committee (statutory)
Number of Meetings	1	10 ²	4	4	4	4	4	6	6	4	4
INEDs											
Laura M Cha (Chairman)	1/1	10/10		4/4	4/4			6/6	4/6	2/4	4/4
Nicholas Allen	1/1	8/10	4/4							4/4	
Apurv Bagri	1/1	9/10						4/6	6/6		
C H Cheah ³	1/1	10/10		4/4		4/4	2/2	6/6	2/2		
Anna Cheung	1/1	10/10	4/4	4/4	4/4				6/6		
Susan Chow	1/1	10/10			4/4		4/4		6/6	4/4	4/4
Rafael Gil-Tienda ⁴	1/1	3/3						2/2	2/2		
Benjamin Hung	1/1	10/10				4/4		4/6			
Nisa Leung	1/1	9/10	2/4							4/4	
Hugo Leung	1/1	9/10	4/4	4/4		4/4	4/4			4/4	4/4
Carlson Tong ⁵		5/6	2/2		1/2			3/4			
Joseph Yam ⁶		7/7				3/3			4/4	2/2	
Stephen Yiu ⁴	1/1	3/3	2/2				2/2			2/2	
Zhang Yichen	1/1	9/10			2/4	3/4		5/6			
Executive Director											
Nicolas Aguzin ⁷	1/1	9/9		4/4	3/4						
Market Professionals											
Renu Bhatia ⁸							4/4				
Clara Chan ⁹											3/3
David Grimme											4/4
Daryl Ho ⁹											1/1
Terence Keyes ⁸							2/2				
Miranda Kwok											3/4
Rico Leung											4/4
Keith Pogson ⁸							2/2				
Sun Yu											2/4
Attendance Rate	100%	95%	90%	100%	82%	95%	100%	83%	94%	92%	91% ¹⁰

- During 2023, 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.
- Includes the mid-year strategy review in March 2023 and the strategy meeting in September 2023
- Mr Cheah was appointed as a member of the Listing Operation Governance Committee on 26 April 2023, and ceased to be a member of the Remuneration Committee on the same date.
- Mr Gil-Tienda and Mr Yiu retired from the Board and the committees on 26 April 2023. Following his retirement as Director, Mr Gil-Tienda was appointed as Senior Advisor to the Board from 27 April 2023 to 26 April 2024.
- Mr Tong was appointed as Director and a member of the Audit Committee, the CSR Committee, and the Nomination and Governance Committee on 26 April 2023. Mr Tong has recused himself from participation in one of the Board meetings held in 2023.
- Mr Yam was appointed as Director and a member of the Investment Committee, the Remuneration Committee, and the Risk Committee on 26 April 2023.
- Mr Aguzin has recused himself from participation in one of the Board meetings held in 2023.
- Mr Keyes was appointed as a member of the Listing Operation Governance Committee by virtue of his position as the Deputy Chairman of the Listing Committee, to replace Mr Pogson who ceased to be the Chairman of the Listing Committee on 7 July 2023. Ms Bhatia remained as a member of the Listing Operation Governance Committee following her appointment as the Chairman of the Listing Committee with effect from 7 July 2023.
- Mr Ho was appointed to the Risk Management Committee (statutory) on 6 November 2023 to replace Ms Chan. No meeting was held by the Committee from 6 November to 31 December 2023.
- The attendance rate calculation took into account the attendance by alternates to members of the committee, who are market professionals.