



**AIA Group Limited
(the “Company”)**

Board Diversity Policy

AIA Restricted and Proprietary Information

Issued by : Board of AIA Group Limited
Date : 18 March 2026
Version : 3.0

1. Purpose of this Policy

- 1.1 This Board Diversity Policy (the “Policy”) sets out the Company’s approach to ensuring adequate diversity in its board of directors (the “Board”).

2. Policy Statement

- 2.1 As a Company with operations spanning eighteen countries across the Asia Pacific region, the Company has a highly diverse customer base and draws on employee expertise from a wide range of professional disciplines linked primarily to the management demands of the life and health insurance, investment management and financial services sectors.

The Company understands that a Board composed of appropriately qualified members with a broad range of relevant experience, in addition to diversity in thought and background, is essential to the effective governance of its business and ensuring long-term sustainable growth.

The Company remains committed to non-discrimination in all aspects of its business, including the appointment of board members. Consideration and selection of candidates for appointment to the Board will be based on merit which shall include a review of the candidate’s integrity, experience, educational background, industry or related experience and more general experience.

Within that overriding emphasis on merit, the Nomination Committee of the Board (the “Committee”) shall seek to address Board vacancies by actively considering candidates that bring a diversity of background and opinion from amongst those candidates with the appropriate background and industry or related expertise and experience. The Committee’s considerations shall include achieving an appropriate level of diversity having regard to factors such as gender, age, ethnicity, nationality, cultural and educational background.

- 2.2 In recommending the appointment of new directors, the Committee will:

- in identifying suitable candidates for appointment to the Board, consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board;
- in reviewing the Board composition, consider the benefits of all aspects of diversity including, but not limited to, those described above, in order to maintain an appropriate range and balance of skills, experience, knowledge and character on the Board; and
- as part of the performance evaluation of the Board, consider the balance of skills, experience, knowledge and independence of the Board.

3. Monitoring and Reporting

3.1 As part of the Committee's annual review of the structure, size and composition of the Board, the Committee will expressly consider and include commentary to the Board on the subject of the diversity of the Board.

3.2 Measurable objectives

The achievement of the following objectives will be measurable on an objective review by the Company's shareholders of the overall composition of the Board, the diversity of background and experience of individual directors and the effectiveness of the Board in promoting the shareholders' interests:

- selection of candidates by the Committee for nomination as a Director will be based on the Directors' Nomination Policy of the Company with due regard to the diversity perspectives set out in this Policy;
- the Committee is committed to maintaining that a majority of its membership shall be independent non-executive directors;
- the Committee shall ensure that its membership is made up of members with diverse backgrounds and experience, including diversity of nationality and ethnicity, with such members demonstrating appropriate knowledge, experience and understanding of the markets in which the Company operates and its business; and
- the Committee will, over time, also actively consider qualified candidates to support the achievement of a gender balance reflective of the broader communities that the Company serves.

4. Disclosure and Review of the Policy

4.1 This Policy is available on the Company's website and a summary of this will be provided in the Corporate Governance Report which forms part of the Company's Annual Report.

4.2 The Committee will review this Policy on a regular basis to ensure its continued effectiveness and submit any revisions to the Board for approval.

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