

LIBERTY PTE LIMITED

("Liberty Singapore")

UEN: 201538069C

Public Disclosure Statement 2026

PUBLIC DISCLOSURE STATEMENT

COMPANY PROFILE

Liberty Pte Limited (“**Liberty**” or “**the Company**”), a part of the Liberty Mutual Insurance Group is a non-life direct general insurer licensed under the Insurance Act 1966 of Singapore and regulated by the Monetary Authority of Singapore (“**MAS**”).

In June 2016, Liberty established a branch in Labuan (“**Liberty Labuan Branch**”). Liberty Labuan Branch is registered as a foreign Labuan company under the Labuan Companies Act 1990 and is licensed to carry on general insurance business by the Labuan Financial Services Authority.

As part of a restructuring exercise with the Liberty Mutual Group (“**LMG**”) of companies in Asia Pacific, Liberty Insurance Pte Ltd (“**LI Singapore**”) transferred its entire insurance business to the Company under a scheme of transfer. The transfer was effective as of 1 January 2026.

The Liberty Mutual Group Inc. is a Fortune 100 company and one of the top ten property and casualty insurers in the world. LMG (through its subsidiaries and affiliates) operates across five continents and employs more than 40,000 employees in 28 countries throughout the world.

Liberty’s governance practices are guided by all applicable corporate governance regulations and guidelines that authorities may issue from time to time, as well as internal best practices to the fullest extent possible.

This Public Disclosure Statement sets out the corporate governance practices and public disclosures for the financial year ended 31 December 2025 (“**FY2025**”), pursuant to the requirements in the Insurance (Corporate Governance) Regulations (the “**CG Regulations**”), as well as the MAS Guidelines on Corporate Governance for Designated Financial Holding Companies, Banks, Direct Insurers, Reinsurers and Captive Insurers Which Are Incorporated In Singapore (“**CG Guidelines**”) and MAS Notice 124.

This disclosure is made in accordance with MAS regulatory expectations on transparency and market discipline.

Products and Business Strategy

Liberty offers non-life general insurance products that meet the needs of both personal and commercial insurance coverage. More details about the products, related services and Business Strategy can be accessed on our website at:

<https://www.libertyinternational.com/sq>

Premiums written by Liberty for the last 3 years under the various classes of business, are stated in the Annual Report (available on ACRA) and MAS Annual Returns.

CORPORATE GOVERNANCE AND MANAGEMENT CONTROLS

Key Features of Corporate Governance Framework

Liberty is regulated as a Tier 1 non-life direct general insurer, and its corporate governance framework is established to meet regulatory requirements, ensure there is proper governance and oversight by the Directors over the operations, business affairs, internal controls, and risk management.

BOARD MATTERS (Principles 1 to 5, CG Guidelines)

Key Governance Principles

- Strong independent oversight
- Segregation of duties
- Fit and proper criteria aligned with MAS Guidelines
- Annual board evaluation

Board Structure

The Board comprises five directors as follows:

- Mr. Michael Stephen Bishop
- Ms. Goh Geok Cheng
- Ms. Wan Mei Kit
- Ms. Nicole Lim Mei Jiao (Lin Meijiao)
- Ms. Sim Yeen Eng (Shen Yanying)

Michael Stephen Bishop

Independent Non-Executive Director and Chairman of the Board

Appointed 31 December 2025

Mr Bishop has extensive experience in Financial Services in Asia where he has been based for 28 years. Following 10 years in senior leadership roles at Prudential Corporation Asia, he went on to lead AXA Asia as the CEO. He began his career in banking and prior to moving to Asia, Mr Bishop was the Retail Network Director for Lloyds Bank in Scotland.

Additionally, Mr Bishop is the Independent Chairman of FWD Life Insurance in Thailand and serves on the Boards of FWD Life Insurance, Japan and Heng An Standard Life (Asia) in Hong Kong.

Mr Bishop is a Fellow of the Chartered Institute of Financial Services in Scotland.

Board Committee Positions

- Risk Management Committee

- Audit Committee
- Remuneration Committee (Chairman)
- Nomination Committee (Chairman)

Goh Geok Cheng

Lead Independent Non-Executive Director

Appointed 18 September 2025

Ms Goh is an experienced board director with over 30 years of leadership in financial management, investment oversight, risk governance, and audit across multinational life insurance companies in Singapore and the Asia Pacific region.

In addition to Liberty, she currently serves on the boards of HSBC Life (Singapore) Pte. Ltd. and the National Arts Council. She chairs the Risk Committees and serves on the Audit Committees of HSBC Life (Singapore) and National Arts Council. She is additionally a member of the Investigation and Discipline Committee of the Institute of Singapore Chartered Accountants (ISCA).

Her prior board and committee roles include the Finance Committee of Tripartite Alliance Limited, the Audit Committee of the Special Needs Trust Company Limited, and a board member of IPP Financial Advisers Pte Ltd.

In her executive career, Ms Goh was Chief Financial Officer of Prudential Singapore, with responsibility for Finance, Actuarial, Investment, Risk Management, and Investor Relations.

Ms Goh is a Fellow of Association of Chartered Certified Accountants (UK) and ISCA, and holds a Master of Science in Professional Accountancy (Distinction) from the University of London.

Board Committee Positions

- Risk Management Committee (Chairman)
- Audit Committee
- Remuneration Committee
- Nomination Committee

Wan Mei Kit

Independent Non-Executive Director

Appointed 1 September 2025

Ms Wan is an accomplished professional with extensive experience in audit, risk management, governance, and compliance across leading international banks, with deep regional expertise spanning Asia Pacific.

In addition to Liberty, she sits on the boards of Singapore Pools (Private) Limited, CapitaLand China Trust Management Limited, and Asia Philanthropic Ventures Pte Ltd.

Previously, Ms Wan served on the Board of Prudential Assurance Company Singapore and held key roles in the non-profit sector. These included serving as Chair of the Advisory Committee on Oversight of United Nations Women in New York, and as a member of the Audit and Risk Committee of the National Kidney Foundation in Singapore.

She began her career in audit with Cooper & Lybrand (now part of PricewaterhouseCoopers). She subsequently held various regional leadership roles in audit, compliance, and operational risk at Standard Chartered Bank, where she worked from 1989 to 2015.

Ms Wan is a Fellow of the Institute of Singapore Chartered Accountants (ISCA) and the Association of Chartered Certified Accountants. She is also a Fellow and Senior Accredited Director of the Singapore Institute of Directors, and a graduate of the Australian Institute of Company Directors.

Board Committee Positions

- Risk Management Committee
- Audit Committee (Chairman)
- Remuneration Committee
- Nomination Committee

Nicole Lim Mei Jiao (Lin Meijiao)

Executive Director & Chief Executive Officer

Appointed 1 August 2024

Ms Lim graduated from Nanyang Polytechnic in 2001 with a Diploma in Risk and Insurance Management and has accumulated over 20 years of experience in the insurance and reinsurance sector. Ms Lim brings deep expertise in specialty underwriting and regional leadership, having managed diversified portfolios and high-performing teams. She is recognized for her sound commercial judgment, strong governance discipline, and strategic oversight in complex business environments.

Board Committee Positions

- Investment Committee
- Nomination Committee

Sim Yeen Eng (Sim Yanying)

Executive Director & Chief Financial Officer

Appointed 1 September 2025

Eunice Sim is the Chief Financial Officer for Singapore and Hong Kong at Liberty. She has overall responsibility for the finance function across both jurisdictions, including financial reporting,

regulatory and statutory compliance, capital and solvency management, tax, governance, and financial controls.

In her role, Ms Sim provides financial leadership and oversight to support the business strategy in Singapore and Hong Kong and works closely with senior management and the Boards on matters relating to financial performance, solvency position, regulatory obligations, and risk management. Her responsibilities include ensuring compliance with applicable regulatory requirements, maintaining robust financial governance frameworks, and overseeing engagements with external auditors, regulators, and professional advisers.

She also plays a key role in finance transformation and change initiatives within Singapore and Hong Kong, including strengthening finance operating models, enhancing controls and reporting capabilities, and supporting business and regulatory developments.

Ms Sim is an Executive Director of Liberty. She is based in Singapore and is a full-time executive of Liberty. She does not hold any directorships in other listed companies. Her principal commitments relate to her executive and directorial responsibilities within the Liberty group in Singapore and Hong Kong.

Ms Sim is a member of the Institute of Singapore Chartered Accountants (ISCA) and a graduate and member of the Australian Institute of Company Directors.

Board Committee Positions

- Investment Committee

Board and its Duties

The Board is collectively responsible for the long-term success of Liberty and the delivery of sustainable value to shareholders and other stakeholders. Its primary function is to provide entrepreneurial leadership and direction within a framework of prudent and effective controls enabling risk assessment and management. Its key responsibilities include approving the overall strategy, risk appetite, capital and operating plans to achieve the strategic objectives it has set.

The Board also provides stewardship of Liberty's culture, conduct and behavioral standards that promote prudent risk-taking and fair treatment of customers. It oversees Management's formulation of policies and processes to promote fair practices and high standards of business conduct.

In discharging its responsibilities, the Board considers Liberty's Memorandum and Articles of Association ("**Constitution**"), the relevant and applicable regulatory requirements and guidelines, as revised from time to time, to safeguard stakeholders' interests.

The Board's Terms of Reference ("**TOR**") sets out its role and responsibilities as well as matters reserved for its oversight and/or approval. These include strategic plans, operating plans, risk appetite, performance targets, and appointments of any director and any member of the Management.

The Board ensures that corporate governance frameworks and systems are in place and that they remain relevant and effective for Liberty.

The Board regularly monitors the performance of the business and management to ensure proper accountability as well as ensures that necessary resources are in place to manage both financial and non-financial risks faced by Liberty. All directors are required to act objectively, and in the interests of Liberty in discharging their duties.

Pursuant to Section 156 of the Companies Act 1967 (the “**Act**”), the Constitution and Liberty’s Conflicts Management Policy, if a director has a personal interest in a matter that may conflict with the director’s duties to Liberty, the director is required to disclose the conflict, recuse himself/herself from the discussion of the matter and abstain from voting on the matter.

Directors’ Induction and Continuous Development

Upon appointment, new directors are given a comprehensive and tailored induction, which includes materials on a director’s duties and obligations, the TORs of the Board and Board Committees, and relevant Liberty policies. As part of the induction, new Directors meet with key senior executives and receive briefings on Liberty’s business, operations, industry-specific regulatory changes, risk management, and governance practices. All directors are given appropriate training on a continuing basis. At quarterly Board and Board Committee meetings, Directors are briefed on matters relating to business and financial performance, risk management and relevant regulatory updates.

Board Delegation

The Board has delegated certain duties to Board Committees while retaining overall oversight. The Board Committees are:

- Audit Committee
- Risk Management Committee
- Nomination Committee
- Remuneration Committee
- Investment Committee

All Committees have been constituted in accordance with the CG Regulations and CG Guidelines. Each committee provides a report of its activities and the minutes of its meeting to the Board at least quarterly. More information on the Committees can be found in other sections of this Statement.

Each Board Committee has written TORs which sets out the committee’s responsibilities. The TORs of the committees are reviewed annually. Any change to the TORs is subject to the Board’s approval. The Board delegates the day-to-day management of the business and the implementation of strategy to the Chief Executive Officer (“CEO”).

Board's Access to Information

Directors have separate and independent access to the Management. Directors are provided with comprehensive information related to agenda items in a timely manner. The Management has an obligation to supply the Board with complete and adequate information in a timely manner.

Board Composition

Annually, the Board assesses its size and composition and each director's independence. The Board has assessed that each director remains fit and proper and qualified for the office of director and contributes to the collective skills, experience and knowledge of the Board. Collectively, the directors have in-depth experience in banking, insurance, finance and management, providing core competencies that are relevant to Liberty's business. Each director's tenure on the Board is no more than nine years from the date of appointment.

Having considered the scope and nature of business and operations, the Board considers a board size of up to five members appropriate for overseeing Liberty's affairs and for progressive renewal of the Board.

Chairman and Chief Executive Officer

The roles of the Chairman and the CEO are separate and held by unrelated individuals. There is a clear division of responsibilities between the Chairman and the CEO. Mr. Bishop is the Board Chairman, and his responsibilities include providing leadership to the Board, setting the agenda for Board meetings, ensuring that directors receive timely and comprehensive information for informed deliberations, and promoting high standards of corporate governance. The Chairman promotes open and frank debates by all directors at every Board meeting. As the CEO, Ms. Lim has overall executive responsibility for the day-to-day management of Liberty. She seeks business opportunities and leads new initiatives.

Selection and Nomination of Directors

All directors may nominate candidates. The criteria applied by the Board in identifying and evaluating candidates include (i) the CG Regulations and CG Guidelines criteria on independence and composition; (ii) a candidate's fitness and propriety and qualification for office, taking into account inter alia, the candidate's experience, capabilities and skills; (iii) the knowledge and skills that the Board and Board Committees require to discharge their responsibilities effectively taking into account the strategic direction and emerging challenges faced by Liberty; and (iv) a candidate's ability to commit time to the affairs of Liberty.

Liberty conducts vetting checks which include credit bureau, litigation and blacklist searches on shortlisted candidates to ascertain that the candidates are fit and proper and qualified for office.

In reviewing the appointment of directors, the Board seeks to ensure that the criteria are fulfilled. All appointments to the Board are subject to the approval of MAS.

Re-appointment of Directors

All directors are subject to re-election at each Annual General Meeting.

REMUNERATION MATTERS (Principles 6 to 8, CG Guidelines)

Remuneration Committee

The Remuneration Committee is responsible for setting the remuneration policy and practices in determining the total individual remuneration of executive Board members, senior management function holders, including basic salary and short and long-term incentive awards.

The Remuneration Committee's key responsibilities include:

- (i) the setting of the remuneration policy and practices across Liberty and its employees;
- (ii) recommending to the Board, a framework of remuneration for the Board, Key Management Personnel, being the CEO and other persons having authority and responsibility for planning, directing and controlling the activities of the Company ("KMPs"), Senior Managers, being individuals responsible for the day to day management of the Company ("SMs"), Material Risk Personnel, being other employees whose actions may have a material impact on the Company's risk exposure ("MRPs") and all other Eligible Employees; and on the specific remuneration packages for each director (executive and Non-Executive), SMs and KMPs; and
- (iii) reviewing and determining the overall performance and remuneration of all employees of Liberty

The Remuneration Committee consists of:

- Michael Stephen Bishop (Chair)
- Goh Geok Cheng
- Wan Mei Kit

The Board has delegated the review and approval of the Remuneration Policy to the Remuneration Committee. The Remuneration Committee annually reviews and confirms to the Board that the Remuneration Policy is designed and operates to ensure incentives are aligned with prudent risk taking.

Remuneration Policy

Liberty has a Remuneration Policy, which sets the guiding principles to ensure that:

- The remuneration offered by Liberty is fair, competitive, and aligned to market practice,
- The remuneration framework supports the long-term goals and sustainable performance of Liberty, its customers, and its shareholders,
- The process for determining remuneration is clear, transparent, and subject to strong governance by an independent Remuneration Committee,
- An individual's reward is linked to both personal performance and the overall business performance of Liberty, including behavioural expectations and risk management outcomes,
- A culture of meritocracy, accountability, and ethical conduct is upheld,
- Liberty can attract, develop, and retain high calibre talent across all levels, and

- Excessive or inappropriate risk-taking is avoided through robust controls, independent oversight, deferral mechanisms, and alignment with regulatory requirements, including the MAS Corporate Governance and Individual Accountability & Conduct Guidelines.

Remuneration of Key Executives

The Company is of the view that given the sensitive and confidential nature of the CEO's and employees' remuneration, disclosure on the remuneration of the top five key executives is not in the best interests of Liberty and may prejudice Liberty's competitive position.

ACCOUNTABILITY AND AUDIT (Principles 9 to 10, CG Guidelines)

Risk Management Committee

The Board delegates its oversight function to the Risk Management Committee while retaining ultimate authority and responsibility. The Risk Management Committee is responsible for the oversight of risk, reviewing Liberty's risk appetite and risk profile, reviewing the effectiveness of Liberty's risk management framework, reviewing the methodology and assumptions used to determine Liberty's economic and regulatory capital requirements, stress testing approval, reviewing reporting on conduct risk and monitoring Liberty's regulatory activities, as appropriate.

The Risk Management Committee's key responsibilities include:

- (i) providing advice, oversight and challenge necessary to embed and maintain a supportive risk and compliance culture,
- (ii) providing independent oversight of the risk systems in place and giving assurances to the Board that there is an effective risk-management system comprising strategies, processes and reporting procedures that are well integrated into the organizational structure and decision-making processes adequately cover all of the business, and
- (iii) providing independent oversight of compliance with laws and regulations.

The Risk Management Committee consists of:

- Goh Geok Cheng (Chair)
- Michael Stephen Bishop
- Wan Mei Kit

The Board has ultimate responsibility for risk governance including approving Liberty's risk appetite and the effective management of risk. The Management advises the Board on risk appetite and its alignment with strategy, risk governance and internal controls, high-level risk related matters, and compliance with the Guidelines on Risk Management issued by MAS.

Audit Committee

The Audit Committee is responsible for reviewing the effectiveness of Liberty's financial systems and internal controls and receiving regular updates on the work of Liberty's internal audit function and from its external auditors. The Board also receives regular reports from the Chief Financial Officer. Liberty's Singapore's financial reporting is currently externally audited by Ernst & Young on an annual basis.

The Audit Committee's key responsibilities include:

- (i) oversight and review of financial reporting, internal controls, the audit process including monitoring the integrity of the financial statements and other statutory or regulatory financial reporting of Liberty; and
- (ii) oversight and review of the adequacy of the design and operating effectiveness of Liberty's internal controls, including the effectiveness, performance and objectivity of the internal and external auditors.

Under the CG Regulations, the Audit Committee is required to comprise of at least three non-executive directors, all of whom are independent from management and business relationships and at least a majority of the directors (including the Audit Committee Chair) are independent directors. At least two members of the Audit Committee, including the Audit Committee Chair, must have relevant accounting or related financial management experience or qualifications.

The Audit Committee consists of:

- Wan Mei Kit (Chair)
- Michael Stephen Bishop
- Goh Geok Cheng

All the members are non-executive and independent. The Audit Committee does not comprise former partners or directors of the Company's existing auditing firm or auditing corporation within a period of two years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation; and in any case, for as long as they have any financial interest in the auditing firm or auditing corporation.

The members of the Audit Committee are qualified to discharge their responsibilities. The Audit Committee operates within the Board-approved TORs which set out the Audit Committee's authority and responsibilities. It keeps abreast of relevant developments through updates from the external auditor on changes to accounting standards and relevant matters.

The Audit Committee meets with the external auditors and with the Head of Internal Audit, in separate sessions and without the presence of the Management, at least once a year, to ensure that there are no unresolved issues or concerns.

External Audit

Liberty's external auditors have access to and provide regular reports to the Audit Committee. The Audit Committee reviews the assistance given by the Management to the external auditors. The external auditors present their audit plan for Liberty, the results of their audit and their evaluation of Liberty's internal accounting controls to the Audit Committee for review. The Audit Committee reviews the key audit issues presented by the external auditors, the external auditors' approach to providing reasonable assurance that the financial statements are free from material misstatements and adequacy of internal controls relevant to the audit.

The Audit Committee ensures that the external auditors promptly communicate to the Audit Committee any information regarding internal control weaknesses, deficiencies, or other relevant matters. The status of any corrective action required arising from material findings in the external auditors' report is tracked by the relevant function and reported to the Audit Committee at its quarterly meetings until they have been addressed conclusively.

The Audit Committee will review and recommend to the Board the re-appointment and remuneration of the external auditors. In its review, the Audit Committee will consider the external auditors' independence, objectivity, experience and adequacy of resources, the work performed by the external auditors, the external auditors' self-assessment which includes its confirmation of independence, and the fees for audit and non-audit services provided by the external auditors.

Internal Audit

Independent and objective assurance over the effectiveness of the Management's control is provided through the Internal Audit team. The Internal Audit team reports primarily to the Audit Committee. The Audit Committee approves the appointment and removal of the Head of Internal Audit, as well as evaluates the performance of the Head of Internal Audit annually and the results are considered in the annual remuneration review.

Accountabilities of the audit function include the development and execution of a risk-based annual audit plan, covering key risks, emerging risks, horizon risks and regulatory obligations, in line with Liberty's risk management and internal control frameworks. The Audit Committee reviews the internal audit plan and monitors the progress against the plan. The Audit Committee may also direct the Internal Audit team to perform specific reviews. The internal audit plan is reviewed on a periodic basis and any changes to the plan are discussed with and reviewed by the Audit Committee.

The Audit Committee will review the adequacy and effectiveness of the Internal Audit function including whether it has adequate resources to fulfill its duties. Resources are regularly assessed for adequacy and requirements are raised to the attention of regional/global audit management.

The Internal Audit team has direct and unfettered access to the Board, Audit Committee and Management. Further, the Internal Audit team has full, free and unrestricted access to all activities, records, property and personnel to complete their work.

Whistleblowing

Liberty has adopted procedures that enable employees to escalate concerns or known violations of company ethics or workplace policies. Employees may report actual or suspected unlawful activity or violation of company policy to their manager, Human Resources, Compliance or Internal Audit, or raise it on the Compliance Helpline, a portal for employees to raise issues anonymously and in confidence, without fear of retaliation. The Audit Committee oversees the adequacy and effectiveness of the Whistleblowing Policy and its supporting frameworks, including the handling of escalated reports, related investigations, and consequence management.

Nomination Committee

The Nomination Committee is responsible for assisting the Board in ensuring that the Board remains balanced in terms of skill and experience, executive and non-executive directors and diversity. It leads the process for appointments to the Board and makes recommendations to the Board ensuring there is a formal, rigorous and transparent procedure and overseeing Board and senior executive succession.

The Nomination Committee's key responsibilities include:

- (i) leading the process for appointments to the Board and making recommendations to the Board ensuring there is a formal, rigorous and transparent procedure,
- (ii) overseeing succession of the Board and Key Management Personnel, being the CEO and other people having authority and responsibility for planning, directing and controlling the activities of Liberty,
- (iii) determining the process and criteria for evaluation of the performance of the Board, its committees and its directors, and
- (iv) the review of training and professional development programmes for the Board and its directors.

The Nomination Committee consists of:

- Michael Stephen Bishop (Chair)
- Goh Geok Cheng
- Wan Mei Kit
- Nicole Lim Mei Jiao (Lin Meijiao)

SHAREHOLDER RIGHTS AND ENGAGEMENT (Principles 11 to 12, CG Guidelines)

Shareholder Rights and Conduct of General Meetings

There is effective communication between Liberty and the shareholder, which is entitled to participate in decisions concerning key corporate changes, such as any appointment to the Board and Board Committees and any amendment to the Constitution.

Annual General Meeting

The Company holds its AGM within six months after the financial year ends. The AGM is deemed held pursuant to Section 179(6) of the Companies Act 1967. Liberty does not “bundle” resolutions tabled at general meetings for shareholder’s approval unless the resolutions are interdependent and linked to form one significant proposal.

As Liberty has two shareholders, both of which are LMG affiliated entities, the Constitution does not provide for voting in absentia via mail or electronic means. The minutes of the AGM are not published on the website but are available to the shareholder upon request.

Shareholder Communication and Engagement with Shareholder

There is no investor relations policy in place as Liberty is a wholly owned subsidiary within LMG. Both shareholders and LMG are kept abreast of Liberty’s development through regular reports provided and through established channels of communication between the CEO and the shareholders. As a wholly owned subsidiary, the Board duly considers the views of its ultimate beneficial owner, Liberty Mutual Holding Company Inc., and the interests of the LMG when considering any major decisions and transactions undertaken by Liberty.

ENGAGEMENT WITH STAKEHOLDERS (Principle 13, CG Guidelines)

Liberty maintains a corporate website which is used to communicate and engage with stakeholders. The Liberty Group website contains information on the Liberty Group’s (i) purpose, values and strategy; and (ii) sustainability commitment.

RISK MANAGEMENT

Liberty’s risk management system comprises its Risk Appetite Statement (“**RAS**”), Risk Management Framework (“**RMF**”), governance structure, remuneration framework, and risk culture.

The RAS defines Liberty’s risk appetite, risk preferences and risk tolerances, and guides business decisions to manage risks within the defined appetite. The RMF comprises a range of mechanisms used to inform the development of Liberty’s risk profile considering internal and external trends and further enable the monitoring of strategic plan execution and adequacy of capital to support its business plan in alignment with its risk appetite.

Risk governance is underpinned by the three lines of defence model, with oversight from the Board, the Risk Committee, other Board sub-committees and relevant governance forums, supported by policies and frameworks that clearly define roles and responsibilities. Liberty’s Remuneration Policy aligns staff remuneration, including payment of incentive compensation, with risk management outcomes and behaviours. Its risk culture promotes responsible decision-making, with focus on integrity, profit and growth, and seeks a speak-up environment that supports better decision-making, accountability and improved business outcomes.

The Board is ultimately accountable for risk oversight, ensuring a sound system of risk management, approving and overseeing the Company's overall strategic direction, risk appetite, risk strategy, and related policies. The CEO oversees day-to-day management of the Company and is supported by Senior Management, as risk owners, who are responsible for the effective implementation of Board-approved frameworks and the management of risks. This is further reinforced by risk professionals within the second line of defence, who provide independent oversight, ensure consistent application of these frameworks and promote a strong risk culture across the Company.

Asset-Liability Matching

Liberty manages asset–liability risks under its Asset Liability Management (“**ALM**”) Policy. The ALM framework aims to ensure timely fulfilment of insurance obligations, maintain adequate liquidity and capital, and optimize returns within Liberty's risk appetite. The ALM Policy is reviewed at least annually to ensure it remains effective and aligned with the Company's risk profile and regulatory requirements.

The methodology and key assumptions used to measure assets and liabilities for ALM purposes, including interest rate, cash flow and reinvestment risk assessments—are disclosed in Notes to the Financial Statement - Significant accounting judgements, estimates and assumptions in the Annual Report. Liberty also maintains capital or provisions where asset–liability mismatches give rise to residual risks.

Material Insurance Risks Exposure and Determination of Technical Reserves

Liberty's material insurance risk exposures include casualty, financial lines, property, construction, and marine. Technical reserves/liabilities comprise of Claims Liabilities and Premium Liabilities. The valuation is performed in accordance with MAS Notice 133 – Notice on Valuation and Capital Framework for Insurers.

For valuation purposes, data have been grouped into categories of line of business to ensure risks within each class are reasonably homogeneous while retaining sufficient observations for meaningful analysis.

The Claims Liability Provision is on a discounted basis and includes a diversified provision for adverse deviation (PAD) to achieve a 75% probability of sufficiency.

- Standard actuarial valuation techniques were used to estimate the best estimate of claims liabilities, including Paid and Incurred Loss Development, Expected Loss Ratio, and Bornhuetter-Ferguson methods.
- Indirect claims handling expenses and discounting are included in the best estimate.
- Best estimate is defined as the expected value, with an equal probability that actual outcomes will be above or below the estimate.

- A PAD at the 75% sufficiency level, allowing for diversification, has been added to the best estimate to form the Claims Liability Provision, in accordance with the Insurance (Valuation and Capital) Regulations 2004.
- A diversification benefit has been applied to the PAD to reflect offsetting loss experience across different lines of business.

The Premium Liability Provision is on a discounted basis and includes a diversified PAD to achieve a 75% probability of sufficiency.

- The Expected Loss Ratio method was used to derive the best estimate Unexpired Risk Reserves (URRs) from Unearned Premium Reserves (UPR). The URRs explicitly include indirect claims handling expenses, policy maintenance expenses, reinsurance costs, and discounting.
- A PAD at the 75% sufficiency level, allowing for diversification, has been added to the best estimate URR.

The Premium Liability Provision is set at the Insurance Fund level and equals the greater of:

- a) the URR (best estimate plus PAD), and
- b) the UPR.

Financial Performance

Liberty's overall financial performance is available in the Annual Report. Please refer to the following in the Annual Report:

- Statement of Profit or Loss and other Comprehensive Income and supporting Notes to the financial Statements
- Notes to the Financial Statements - Insurance and Financial Risk Objectives and Policies
- Notes to the Financial Statements - Fair Value of Financial Instruments

Financial performance for each class of business conducted by the Company is also disclosed in the MAS Annual Returns.

Capital Adequacy

Liberty maintains a Capital Adequacy Ratio ("CAR") comfortably above the minimum regulatory requirement. Defined capital thresholds within the Risk Appetite Statement guide the level of monitoring and management actions to ensure sufficient buffers are maintained.

Further information on Liberty's capital management framework is disclosed under Notes to the Financial Statements - Capital Management in the Annual Report and the MAS Annual Returns.

Liquidity Risk Management

Liberty maintains sufficient liquidity to meet its obligations as they fall due, both during normal business conditions and under defined liquidity stress scenarios. Liberty's liquidity position is monitored regularly to ensure that adequate cash and liquid assets are always available.

Further information on the liquidity risk is disclosed in Notes to the Financial Statements - Liquidity Risk in the Annual Report.

Investment Management

Liberty adopts a conservative approach to managing its investment portfolio. The Company holds investments mainly in cash equivalents (term deposits) and debt securities. Oversight is performed by a business-level Investments Committee operating under an approved Charter. As part of its mandate, the Committee monitors the composition of the Company's assets and assesses alignment of asset maturity and liquidity profiles with projected insurance liabilities. The Committee meets quarterly to review these matters.

The Company's financial management practices are designed to ensure sufficient resources to support business growth while managing liquidity, market, credit, interest rate, concentration and foreign exchange risks. Further information on investments is provided in the Annual Report as follows:

- Notes to the Financial Statements - Insurance and Financial Risk Objectives and Policies
- Notes to the Financial Statements - Fair Value of Financial Instruments

ADDITIONAL INFORMATION

Additional information on Liberty Singapore can be found in the following: -

- Company's Annual Report for the financial year ended 31 December 2025, available publicly from ACRA.
- Company's MAS Returns, available publicly from MAS and found at this hyperlink: <https://www.mas.gov.sg/statistics/insurance-statistics/insurance-company-returns/i896g>