

The following listed key governance positions have been identified and approved by the Board of SBMH through its CGCR Committee and are depicted in the following tables:

Chairman	
Provides leadership and governance oversight	Guides the Board to ensure its effectiveness in strategy planning, management supervision, performance monitoring and compliance with the Company's Constitution, Charter, the principles of the Code and the laws & regulations as applicable to the Company
Presides over Board and Shareholder meetings	Chairs all Board and Annual Meetings of the Shareholders, facilitating efficient proceedings, prompt decision-making and reflecting consensus reached in the best interests of the Group
Manages Board agendas and meetings	Determines the schedules and agenda of Board Meetings in consultation with the Company Secretary and the Group CEO & the Deputy Group CEO (referred to as the Executive Directors), with prime focus on key strategic, operational, financial, governance and accountability related matters. Also, holds meetings with the Non-Executive Directors in the absence of executives on a regular basis
Ensures Directors are well-informed and empowered	Delivers accurate, timely and clear information to promote a culture of openness to support effective decision-making, constructive debate and robust challenge
Oversees Board composition, succession and diversity	Ensures that the Board and its Committees comprise the right balance of skills, attributes, diversity and experience appropriate to the Company's existing and planned business operations as well as per the regulatory requirements
Leads Director induction, training and development	In liaison with the Company Secretary, the Executive Directors and the relevant Board Committees, ensures new Directors are comprehensively inducted and that ongoing development needs of Directors are met
Monitors performance of the Board and Committees	Ensures regular evaluation of the Board, its Committees and individual Directors and acts on the results to improve effectiveness
Promotes effectiveness engagement with stakeholders	Ensures transparent and constructive communication between the Board, shareholders and other key stakeholders
Collaborates with Management	Establishes a close relationship of trust with the Executive Directors, providing support and advice, while respecting executive responsibilities, as conferred by the Board

Directors	
Strategic oversight	Determine the Group's strategic objectives and policies, oversee its execution and provide constructive guidance and critical evaluation to support the Management Team in both the formulation and implementation of initiatives
Advance success and drive value creation	Collaborate to ensure the Group's long-term prosperity by making decisions that serve the best interests of the Company and its stakeholders, with a consistent focus on fostering sustainable value creation
Active participation and independent judgement	Attend all Board and Board Committees meetings, proactively engage in decision-making and contribute their independent judgement, expertise and experience to strengthen the effectiveness of governance
Performance and risk oversight	Monitor the performance of the Management Team in meeting the established objectives, ensure effective internal controls are in place and uphold a comprehensive risk management and compliance framework
Governance and fiduciary duties	Exercise reasonable care, skills and diligence in fulfilling their fiduciary duties and act within the powers granted by the Constitution/Charter of the Company and applicable laws
Decision making and conflict management	Ensure all decisions are made judiciously, avoiding any situation of conflicts and consistently prioritising the organisation's interest over personal or professional advantage
Ethics, accountability and compliance	Promote high ethical standards and a culture of integrity, maintain confidentiality and ensure compliance for timely disclosure to stakeholders
Stakeholder engagement	Uphold transparent and open communication with stakeholders, including shareholders, regulators and employees, ensuring their legitimate interests are considered
Succession and leadership development	Oversee succession planning for key executive roles and support leadership development across the Group to ensure continuity and organisational resilience
Culture and ESG oversight	Overseeing organisational culture, environmental practices and social responsibility

Group Chief Executive Officer

Executive leadership and operational oversight	Provides day-to-day leadership and management of the Group in accordance with Board approved strategy, business plans, budget and long-term objectives overseeing subsidiaries operations
Execution of Board decisions and policies	Ensures the affairs of the Group align with Board practices and procedures, ensuring their effective and timely implementation to maintain the company's legal and business ethics
Strategy execution and performance management	Develops and implements the Group's long-term strategy and oversees the ongoing financial and non-financial performance of the Group
Board reporting and information flow	Ensures the Board and its Committees receive accurate, timely and clear information on the Group's performance, key business matters and any forthcoming, complex or sensitive issues, enabling them to discharge their fiduciaries duties effectively
Management leadership and organisational culture	Responsible for recruiting, leading and developing the Group's Management Team and subsidiary CEOs, setting the appropriate tone at the top and fostering a positive, ethical and high-performance working environment
Compliance, integrity and corporate governance	Ensures compliance across the Group with all applicable regulatory frameworks and promotes the highest standards of corporate governance, integrity and probity and promote a positive, constructive and ethical work climate
Risk management and internal control frameworks	Establishes and maintains, in consultation with the Group Chief Risk & Compliance Officer (Group CRCO), a sound and effective internal control, risk management and compliance framework across the Group

Deputy Group Chief Executive Officer

Strategy co-ownership and execution leadership	Co-develops the Group's strategic agenda alongside the Group CEO, ensuring alignment and synergy across subsidiaries and jurisdictions. Drives disciplined execution of strategic initiatives across business, operations and technology, translating strategic priorities into tangible outcomes by reinforcing execution rigour across the Group
Technology, innovation and digital transformation leadership	Plays a key role in shaping and advancing the Group's technology and digital agenda, positioning technology as a core enabler of business growth, operational efficiency and broader transformation. Oversees platform modernisation, data architecture, cybersecurity and the adoption of emerging technologies to strengthen operational resilience and enhance customer experience
Risk, compliance and operational resilience	Works closely with the Group CEO and the Group CRCO to support proactive and robust risk management and compliance frameworks across the Group, including strengthened oversight of technology risk, cyber risk and operational resilience, reinforcing risk discipline across subsidiaries
Governance, performance and information integrity	Supports strong governance practices by ensuring transparent and timely reporting to the Board and its Committees. Promotes performance management frameworks aligned with Group strategic priorities and standards, strengthening integrity
Operational coordination and execution across the Group	Provides enhanced oversight of critical Group-wide programmes and supports subsidiaries in delivering strategic priorities. Strengthens coordination and synergy across entities, reinforcing the Group's operating model
People, culture and transformation leadership	Supports the development of a high-performance, agile and accountable culture across the Group while strengthening leadership capability and organisational readiness
Strategic stakeholder engagement	Represents the Group, alongside the Group CEO where necessary, in engagements with regulators, strategic partners and key stakeholders, supporting strategic initiatives and the Group's positioning as a progressive financial institution