



AIA SINGAPORE
SUSTAINABILITY REPORT 2025

SUSTAINING HEALTHIER, LONGER, BETTER LIVES

HEALTHIER PLANET, HEALTHIER COMMUNITIES



Sustainability Highlights



Health & Wellness

Delivering better health outcomes, championing financial inclusion and expanding access to quality care.

Advanced AIA One Billion by engaging with people in Singapore over **29 million times**

Advanced value-based care through new partnerships with **six leading healthcare providers** in the transformation of healthcare delivery, towards a system focused on quality, efficiency and patient satisfaction

Benefitted over **1.3 million corporate employees** by enhancing corporate insurance policies to incorporate mental health coverage

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Sustainable Investment

Creating long-term value through sustainable investments, future focus, and active engagement for AIA Group's net-zero goals.

More than **75%** of our externally managed active equity strategies are classified under SFDR sustainability-related classifications (Articles 8 and 9)

Committed to **long-term sustainable value creation** through capital allocation into transition finance which spans across both public and private investments

Enabled additional sustainability themes ("New World Financials" and "Climate Transition") and levers as part of continuous efforts to advance Sustainable Investment through **AIA Sustainable Multi Thematic Fund**

Expanded our internal ESG capabilities via partnership with CFA Institute, in-house trainings and dedicated teach-in sessions with vendors such as MSCI and Aladdin

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Sustainable Operations

Improving the environmental performance of our operations and incorporating sustainability into sourcing considerations.

AIA Group's Scope 1 and Scope 2 emissions have been reduced by **24%** compared to Group's 2019 emissions baseline

97% of Buy, Service and Claims Transactions submitted digitally in 2025

Ongoing recognition through green building awards underscores our commitment to sustainability and employee wellbeing, complemented by the **completion of an energy audit for our AIA-owned and occupied building** to support continuous improvement

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People & Culture

Fostering a learning environment, equitable processes and a diverse, inclusive culture.

Certified as a **Great Place to Work** by Great Place To Work, and recognised in **Fortune's 100 Best Companies to Work For** in Southeast Asia

80th percentile for employee engagement in Gallup's global finance and insurance industry benchmark

Launched a **customer experience upskilling journey** in partnership with Singapore Airlines Academy in 2025, combining mindset transformation for all employees with targeted skillset development for customer-facing roles, embedding service excellence across the organisation

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Effective Governance

Continuing to operate to the highest standards of business practices.

Received **Bronze award at the Asia Sustainability Reporting Awards 2025** for Asia's Best Sustainability Report (First Time)

Enhanced the existing Customer Satisfaction Score (CSAT) survey to better capture customer feedback on quality of advice provided by consultants during new applications

Embedded **responsible selling** through iPOS+ fact-finding, Product Matrix controls, and risk-checks to safeguard customers

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Local Awards and Recognition

1 10th Asia Trusted Life Agents and Advisers Awards
Insurance Company of the Year for the sixth time



2 Insurance Asia Awards 2025

- International Life Insurer of the Year – Singapore
- Insurance Initiative of the Year – AIA Ultimate Critical Cover
- CEO of the Year – Wong Sze Keed




3 HR Vendors of the Year Awards 2025


- Best Employee Insurance Provider – Gold 20 consecutive years
- Best Corporate Healthcare Provider – Gold for the 2nd consecutive year
- Best Digital Wellness Platform – Gold 2nd consecutive year
- Best Corporate Wellness Provider – Silver
- Leader of the Year Silver Award to our Chief Corporate Solutions Officer, Kenneth Tan, 2nd consecutive year




4 Human Resources Excellence Awards 2025
Most People-Focused CEO Award to our Chief Executive Officer, Wong Sze Keed




5 Fortune Best Companies to Work For Southeast Asia 2025




6 The Straits Times Singapore's Best Employers 2025
1st in the Insurance Category




7 Singapore's 100 Leading Graduate Employers
1st in the Insurance and Risk Management Sector




8 Great Place To Work Award



9 WorkWell Leaders Awards
Top 25 Impact Employer



10 Top-5 Star Insurance Innovators – AIA+




11 SBR Technology Excellence Awards 2025
Mobile – Life Insurance Award – AIA+



12 Asia Sustainability Reporting Awards 2025
Asia Best Sustainability Report (First Time) Bronze



13 PR Awards 2025
Best PR-Led Integrated Communications
Bronze – AIA Ultimate Critical Cover




14 SBR Management Excellence Awards 2025

- Team of the Year: Legal Team – AIA Singapore
- Executive of the Year: Penny Koo, General Counsel & Company Secretary



15 IBF Fellow Award 2025, Life Insurance
Koo Chung Chang, Chief Financial Officer



16 Marketing-Interactive Loyalty & Engagement Awards 2025

- Best Loyalty Strategy: Health & Wellness – Silver
- Best Loyalty Strategy: Rewards & Incentives – Bronze
- Best Loyalty Strategy: Finance & Insurance – Bronze




17 Marketing-Interactive Excellence Awards 2025

- Excellence in Social Media Marketing: Silver
- Marketing Leader of the Year: Silver Award to Head of PR, Brand and Marketing, Allison Chew




18 LexisNexis ELITE Award 2025


- Team: Legal Team, AIA Singapore
- Individual: Penny Koo, General Counsel & Company Secretary, AIA Singapore




19 In-House Legal Team of the Year
Legal Team, AIA Singapore



20 Leader of the Year (Top-Tier In-House Counsel)
Penny Koo, General Counsel & Company Secretary




21 Brunei Million Dollar Round Table (MDRT) in 2025
Globally Recognised Achievers



Key sustainability memberships and supporting commitments



 For the full list of awards, refer to Our Awards.



AIA Singapore Chairman of The Board and Chief Executive Officer's Statement

With close to 100 years of serving Singapore, and guided by our Purpose to help people live Healthier, Longer, Better Lives, sustainability is a core business priority at AIA Singapore. It shapes our decisions, innovation and long-term value creation as we support resilient communities in Singapore and Brunei. This second Sustainability Report highlights our key achievements and priorities, informed by a localised double materiality assessment (DMA), as we build a sustainable and resilient business for the future.

Across our five-pillar sustainability strategy, we remain clearly focused on delivering value to key stakeholders through sustainability.

Health & Wellness

As an insurer, we remain committed to expanding access to quality care, strengthening financial security and supporting better health journeys for our customers. In 2025, we continued advancing AIA One Billion in Singapore, inspiring over 29 million meaningful engagements

that encouraged more active lifestyles and healthier everyday choices.

We advanced value-based care through new partnerships with six leading healthcare providers in the transformation of healthcare delivery, towards a system focused on quality, efficiency and patient satisfaction. Beyond customer programmes, we mobilised community support by raising S\$1.1 million for Community Chest and broadened our corporate insurance offerings to include mental health benefits for more than 1.3 million employees.

Across all initiatives, our decisions remain anchored in doing what is right for our customers and communities, guided by integrity, empathy and long-term stewardship.

Sustainable Investment

In 2025, we deepened sustainability integration to support a low-carbon transition and strengthen long-term portfolio resilience. ESG considerations continued to inform both top-down capital allocation and bottom-up investment assessments, reinforcing disciplined execution of the Group's Climate Transition Plan and alignment with AIA Group's validated Science Based Targets.

The AIA Sustainable Multi-Thematic Fund delivered improvement in returns against its benchmark and peer group, ever since its enhancement in July 2025, demonstrating the value of structured sustainability integration in generating resilient returns. We further advanced investment-team capabilities, with professionals progressing through CFA



"In Singapore, evolving health needs create opportunities to strengthen protection and care. By translating them into simpler solutions and more customer-centric services, we support healthier, more secure lives aligned with the nation's focus on active ageing and purposeful longevity."

Mr. Tan Hak Leh
Director & Chairman of the Board

Institute's Sustainable Investing Certificate and applying enhanced analytical tools to identify transition risks, opportunity pathways, and sector-specific decarbonisation levers. Together, these actions reinforce a consistent and disciplined approach to sustainable investment that supports long-term value creation in a transitioning economy.



Employees from corporate customers taking part in the fourth edition of the annual #LiveWithVitality Corporate Challenge.

AIA Singapore Chairman of The Board and Chief Executive Officer's Statement

Sustainable Operations

Improving resource efficiency and environmental performance remained a core operational priority in 2025.

In 2025, 97% of Buy, Service, and Claims transactions were submitted digitally. This reflects our efforts to enhance digital adoption, improve customer experience and deliver more efficient and seamless services.

AIA+ was recognised for the second consecutive year at the Singapore Business Review Technology Excellence Awards in the Mobile – Life Insurance category, reflecting our commitment to digital excellence. Ongoing recognition through green building awards reflects our continued commitment to sustainability and employee wellbeing. This is further strengthened by the completion of an energy audit for our AIA-owned and occupied building, supporting continuous improvement in energy performance and workplace sustainability.

People & Culture

Our people are the driving force behind our performance and the foundation of our ability to adapt, innovate and lead. In 2025, we were certified as a Great Place To Work® by Great Place To Work and recognised in Fortune's 100 Best Companies to Work For in Southeast Asia, reflecting our strong and inclusive workplace culture. We also achieved an employee engagement score in the 80th percentile against Gallup's global

finance and insurance industry benchmark, underscoring high levels of commitment and advocacy.

In the same year, we launched a customer experience upskilling journey in partnership with Singapore Airlines Academy, combining organisation-wide mindset transformation with targeted skillset development for customer-facing roles to embed service excellence across the organisation.

Effective Governance

In 2025, we strengthened our sustainability and customer-centric practices through several key milestones. We received the Bronze Award at the Asia Sustainability Reporting Awards 2025 for Asia's Best Sustainability Report (First Time), reflecting our commitment to transparency and quality reporting.

We also enhanced our Customer Satisfaction Score (CSAT) survey to better capture customer feedback on their advisory experience, enabling continuous improvement.

In addition, we embedded responsible selling practices through iPOS+ fact-finding, Product Matrix controls and enhanced risk checks to better safeguard customer interests.

Together, these actions strengthened the governance foundations that enable us to protect customers, uphold trust and support long-term value creation.

Enhancing reporting transparency

As part of our commitment to transparency and accountability, we transitioned from reporting with reference to the GRI Standards to reporting in accordance with the GRI Standards.

We also began our phased transition from reporting against the Task Force on Climate-related Financial Disclosures (TCFD) to take reference from the International Sustainability Standards Board (ISSB) IFRS S1 and S2 standards through enhanced climate-related disclosures.

Our path forward

As we look forward, we remain focused on deepening sustainability integration and scaling our impact. Through robust engagement with stakeholders and continued alignment with national sustainability priorities, we aim to contribute meaningfully to long-term resilience and inclusive growth.

These efforts will continue to strengthen the quality and credibility of our sustainability disclosures, while helping us deliver meaningful outcomes for our customers, communities and future generations.



"At our core, insurance enables people and businesses to look ahead with confidence and peace of mind. In 2025, we made robust progress across our strategic priorities, spanning health and wellness, sustainable investment, sustainable operations, people and culture, and effective governance. This progress underscores our disciplined execution and reinforces our purpose – to help people live Healthier, Longer, Better Lives."

Ms. Wong Sze Keed
Chief Executive Officer

With warmest regards,

Mr. Tan Hak Leh
Director and Chairman of the Board

Ms. Wong Sze Keed
Chief Executive Officer



Our Vision

AIA Singapore's Purpose is to help people live Healthier, Longer, Better Lives. Sustainability is central to this Purpose and deeply embedded into the way we operate, as we take on and manage risks, unlock opportunities and create lasting impact in our communities.

Given the breadth of our operations, we understand the interconnected challenges faced by our communities - from climate change and social inequality to evolving health needs. Given our mission, it is critical that we integrate environmental, social and governance considerations across our business to ensure resilience and enable growth.

As part of Asia's leading insurer and one of its leading asset owners, we leverage our scale and influence to support sustainable economic and social development. Through the development of innovative solutions, responsible investments, and collaborative partnerships, we aim to accelerate the transition to a low-carbon, inclusive future.

By anticipating emerging risks and aligning our actions with local and global sustainability goals, we are building on more than a century of operations to ensure that our business not only protects lives today but also empowers communities to thrive tomorrow - creating value for all stakeholders and contributing to a healthier, more equitable world.



Ms. Wong Sze Keed
Chief Executive Officer

"At AIA Singapore, sustainability governance ensures that roles, responsibilities and accountabilities are clearly defined across the organisation. Governance is central to how we operate, guiding disciplined oversight, clear accountability and transparent processes that underpin robust risk management and sustainable value creation for AIA Singapore. By embedding sustainability considerations into how we govern and operate, we strengthen trust, reinforce accountability and support our purpose of helping people live Healthier, Longer, Better Lives."



Ms. Liu Chunyen
Chief Investment Officer
& Head of Sustainability

"Our focus is on embedding sustainability into how AIA Singapore operates and engages with the wider ecosystem. Integrating sustainability considerations across our operations supports long-term value creation for our stakeholders and reinforces AIA Singapore's resilience and future readiness. By advancing these efforts and tracking progress over time, we support AIA Group's net-zero ambition while contributing to the long-term resilience of our portfolio and the communities we serve."



Sustainability Governance

Effective governance is the foundation of our approach. It ensures we maintain the highest standards in everything we do and enables us to deliver sustainable outcomes and commitments to our customers and our communities.

Sustainability Governance Framework

We are committed to delivering long-term value for all our stakeholders, including our employees, customers and the communities we serve.

By upholding the highest standards of governance, we strive to build trust, ensure transparency and drive impactful sustainability progress. Through these efforts, we aim to contribute meaningfully to a more sustainable and equitable future.

This approach ensures our sustainability strategy is effectively implemented across all aspects of our business in an integrated and coordinated manner.

Our sustainability governance leverages cross-functional teams, senior management oversight and Board leadership.

The Environmental, Social and Governance Management Committee (ESGMC)

The ESGMC provides direction and oversight of AIA Singapore's sustainability strategy and the management of other sustainability-related matters. The Committee consists of the following executives:

Chairperson

Chief Executive Officer

Alternate Chairperson

Chief Investment Officer & Head of Sustainability

Member

- Chief Financial Officer
- Chief Corporate Solutions Officer
- Chief Distribution Officer
- Chief Human Resource Officer
- Chief Operations Officer
- Chief Partnership Distribution Officer
- Chief Marketing and Healthcare Officer
- Chief Risk Officer
- Chief Technology Officer
- General Counsel
- Chief Executive Officer – International Wealth

ESGMC Secretariat

Sustainability, Principal

Sustainability and executive compensation

AIA Singapore, as part of AIA Group, does not explicitly include climate-related performance metrics in its current remuneration framework. For further details on the Group's remuneration framework, please refer to the Remuneration Report as part of the Annual Report 2025.

Sustainability capacity building

At AIA Singapore, we are committed to strengthening sustainability capabilities across all levels of our organisation, from the Board and senior management to our employees at the enterprise level. Our Board and senior management participate in

structured capacity building programmes to enhance their ability to assess and oversee environmental risks, ensuring well-informed and risk-aware decision-making.

[Read more in our Effective Governance section.](#)

Our investment team continue to deepen their expertise in sustainability, sharpening their knowledge and skills to integrate environmental, social, and governance considerations into investment decisions. This ongoing commitment supports the transition toward a sustainable future.

[Read more in our Sustainable Investment section.](#)

At the enterprise level, selected employees are nominated to attend workshops and industry-led knowledge-sharing sessions, deepening sustainability understanding across relevant functions.

[Read more in our Sustainable Operations section.](#)



Committee reporting processes and frequency

Environmental risk management, including climate-related matters, is monitored through established reporting lines and regular meeting schedules across functional bodies. These arrangements enable the Board of Directors to maintain oversight across all levels of management.

Level	Governance Body	Roles and Responsibilities	Management Structure and Reporting Line	Reporting Frequency
Board Level	Board of Directors	<ul style="list-style-type: none"> Overall responsibility to establish and oversee an effective risk management framework, which includes appropriate governance arrangements and capabilities to understand and to manage the risk profile Sets the risk strategy and provides oversight of Environmental Risk management and disclosure, including approving the environmental risk management framework and policies, setting the risk principle and risk tolerance, reviewing and challenging reports on environmental risk exposures 	<ul style="list-style-type: none"> Supported by BRC BRC reports to Board of Directors 	At least four times annually
	Board Risk Committee (BRC)	<ul style="list-style-type: none"> Determines AIA Singapore's risk appetite and ensures that an appropriate and effective risk management framework is established and maintained, including consideration for ESG-related risks Ensures that the material risks, including ESG-related risks, are identified and managed with mitigation actions in place 	<ul style="list-style-type: none"> Operational Risk Committee and Financial Risk Committee report to BRC BRC reports to Board of Directors 	At least four times annually
Management Level	Financial Risk Committee (FRC) and Operational Risk Committee (ORC)	<ul style="list-style-type: none"> Ensures that the material risks facing AIA Singapore, including ESG-related risks, have been identified, monitored and mitigated Reviews the adequacy and effectiveness of the Risk Management Framework 	Reports to the BRC	At least four times annually
	Environmental, Social and Governance Management Committee (ESGMC)	<ul style="list-style-type: none"> Provides direction on the AIA Singapore ESG strategy Oversees the management of ESG risks and opportunities Ensures AIA Singapore adhere to and comply with the requirements of the various internal policies and standards, regulations and guidelines, as well as applicable voluntary standards relating to ESG Supports the Board in the management of ESG risks and opportunities 	Reports to AIA Singapore Executive Committee	At least four times annually
	Investment Committee (IC)	<ul style="list-style-type: none"> Reviews and approves investment strategies and mandates, including new asset classes and benchmarks Monitors performance of Investment Portfolios against benchmarks and that overall risk of investment portfolios is within risk constraints Ensures adherence to AIA Investment Standards, Policies and Procedures, including ESG-related investment requirements. 	Reports to Board of Directors	At least four times annually



Sustainability Strategy

Our sustainability strategy builds on AIA Singapore’s Purpose of helping people live Healthier, Longer, Better Lives by embedding sustainability into how we manage interconnected risks, unlock opportunities and create meaningful impact. It is a forward-looking approach that strengthens resilience in a dynamic world while delivering long-term value for our customers, shareholders and communities.

Rooted in our Operating Philosophy of “Doing the Right Thing, in the Right Way, with the Right People and the Right Results will come”, our strategy brings together clear goals, commitments and actions that positions us as a leader in sustainable development in the Singapore market.

The strategy is built around five pillars: Health & Wellness, Sustainable Investment, Sustainable Operations, People & Culture and Effective Governance. Together, these pillars enable us to:

- Anticipate and manage environmental, social and governance risks;
- Capture opportunities through innovation and responsible investment; and
- Deliver positive outcomes for society and the environment.

By integrating these pillars, we aim to contribute to healthier, more inclusive communities, accelerate the transition to a low-carbon economy and ultimately safeguard the wellbeing of future generations and the planet.

 <h3>Health & Wellness</h3> <p>focuses on engaging, inspiring and delivering better health outcomes, championing financial inclusion and expanding access to quality care, producing a wider positive impact on society.</p>	 <h3>Sustainable Investment</h3> <p>delivers long-term value by allocating capital to companies that commit to sustainable outcomes, investing for the future and lowering our exposure to the risk of stranded assets in a future low-carbon economy.</p>	 <h3>Sustainable Operations</h3> <p>aims to improve the environmental performance of AIA's operations as well as to incorporate sustainability factors in sourcing considerations.</p>	 <h3>People & Culture</h3> <p>empowers our people to succeed through fostering a learning environment, ensuring an equitable and fair approach for employment and progression, and promoting a diverse, inclusive and supportive culture.</p>	 <h3>Effective Governance</h3> <p>ensures that AIA continues to operate to the highest standards of business practices, both in terms of our engagement with stakeholders and how we manage risks. This provides the necessary management oversight, incentives, organisational accountability, data governance systems and transparent reporting to enable us to succeed.</p>
				



Materiality

AIA Group conducts a comprehensive materiality assessment every two years to identify the sustainability impacts, risks and opportunities most relevant to our business and stakeholders. Prior to 2025, AIA Singapore has been leveraging AIA Group's materiality assessment to inform our sustainability strategy.

In 2025, AIA Singapore collaborated with an external consultant to conduct a localised double materiality assessment, aligning the Group's four-stage process to reflect our local market context and value chain impacts. This assessment enables us to identify sustainability topics that are most relevant to our business and stakeholders, while enhancing transparency and ensuring our disclosures remain clear, relevant and meaningful.

Our collaboration with the third-party consultant ensures that our assessment is conducted in alignment with stakeholder expectations and global best practices, by referencing both local and international trends and frameworks, alongside stakeholder consultations.

A robust approach to materiality

We apply a 'double materiality' lens in line with international standards and frameworks, including the Global Reporting Initiative (GRI) and the International Sustainability Standards Board (ISSB). Double materiality considers:

- **Impact materiality:** The effect of each topic on the economy, environment and society.
- **Financial materiality:** The extent to which each topic could influence assessments of AIA Singapore's enterprise value.

Materiality Assessment Process

Aligned with AIA Group, our 2025 AIA Singapore double materiality assessment followed a structured, four-stage process¹:

OUR BIENNIAL DOUBLE MATERIALITY ASSESSMENT FOLLOWS A FOUR-STAGE PROCESS

1 RESEARCH



Identify a long list of material topics through:

- 1) Utilising AIA Group's material topics as the overarching principles and direction. For more details, refer to AIA Group Sustainability Report 2025
- 2) Analysing Singapore sustainability trends and frameworks, including Singapore Green Plan 2030 and SGX ESG Core Metrics²
- 3) Referencing global trends and reporting frameworks to align with international expectations, including COP30 Action Agenda³, SASB Materiality Finder⁴, UN Sustainability Development Goals⁵ and UN Principles for Responsible Investment⁶

2 STAKEHOLDER ENGAGEMENT



As this is our first year conducting a Double Materiality Assessment (DMA), we have primarily focused on internal stakeholder feedback as the foundation, while incorporating relevant insights from the Live Better Survey into the assessment. The survey indicated a high level of sustainability awareness among customers, with themes such as Sustainable Investment and Health, Wellbeing and Financial Inclusivity ranked highly as aspects that enhance customer perception towards an insurance company. Going forward, we will continue to enhance and refine the DMA process, including strengthening alignment with International Sustainability Standards Board (ISSB) requirements, to ensure greater robustness, comparability and alignment with evolving best practices.

3 ANALYSIS



Rank topics using a double materiality approach that is in line with GRI and ISSB⁷, considering impacts, risks and associated opportunities.

4 VALIDATION



Senior leadership acknowledged the findings presented by a third-party consultant to ensure alignment with Singapore's sustainability priorities.

¹ The approach described reflects the refinements made following stakeholder discussions and represents the final methodology applied during the double materiality assessment, which is aligned with peer practices and international standards and frameworks.

² The SGX Core ESG Metrics are a source of guidance for issuers to provide an aligned, standardised set of ESG metrics, creating better alignment between users and reports of ESG information. For more information, please refer to [SGX](#).

³ The COP30 Action Agenda is a pillar of the COP30 Climate Convention with 30 key objectives aimed at mobilising climate action across stakeholders, including civil society, businesses, investors, cities, states and countries. For more information, please refer to [COP30 Action Agenda](#).

⁴ The Sustainability Accounting Standards Board (SASB) Standards are a source of guidance for applying ISSB IFRS S1. The SASB Materiality Finder helps companies identify and disclose material information about sustainability-related risks and opportunities. For more information, please refer to [SASB](#).

⁵ The UN Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. For more information, please refer to [UN SDGs](#).

⁶ The UN Principles for Responsible Investment has established six Principles which act as a guide for investors to integrate ESG factors into their investment practices. For more information, please refer to [UN PRI](#).

⁷ Our double materiality assessment considers inputs from SASB, which has been integrated into ISSB.

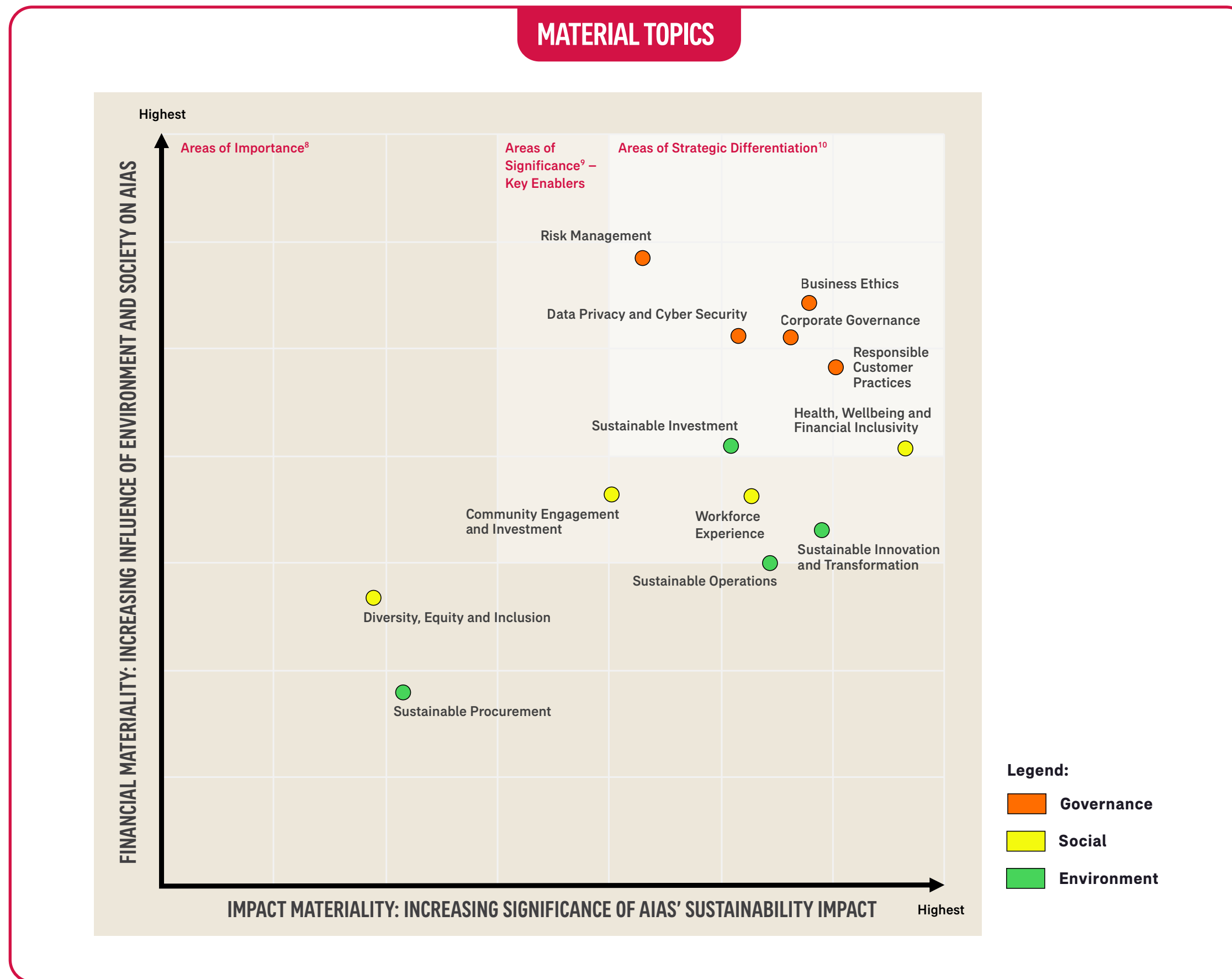
Materiality assessment results

As AIA Singapore’s first localised materiality assessment, the results establish a baseline for strengthening the identification of priority sustainability topics at the local level. The results will be taken into consideration in upcoming sustainability prioritisation and decision-making, where appropriate, and to support alignment with applicable global sustainability frameworks.

The assessment showed that the material topics remained consistent with AIA Group’s material topics, where four out of the 13 topics have been renamed to adapt to local market context and operational relevance. For AIA Singapore, Business Ethics was deemed the most material across both impact and financial, reflecting their foundational role in maintaining trust, regulatory integrity and responsible customer outcomes. In terms of impact materiality, Health, Wellbeing and Financial Inclusivity stood out among the topics, signalling it as the topic where AIA Singapore can drive substantial positive outcomes for our operating environment and stakeholders, including our communities, customers and employees. On the other hand, Risk Management was ranked most financially material to AIA Singapore, as it underpins the organisation’s ability to anticipate, mitigate and respond to uncertainties that could significantly affect financial performance.

Of our 13 identified material topics, we have identified seven topics falling under “Areas of Strategic Differentiation” across both financial and impact materiality, highlighting where AIA Singapore can create strategic advantage, drive innovation and support long-term value creation. Of the remaining six, four fall under “Areas of Significance”, signalling areas which require active management attention and play an important role in supporting core business performance and AIA Singapore’s broader, long-term transformation agenda. The final two topics fall under “Areas of Importance”, which represent areas of meaningful relevance that are proactively monitored, in line with stakeholder expectations.

Overall, the results provide a clear view of where AIA Singapore can create the greatest value while maintaining focus on topics that support long term business resilience.



⁸ Topics under “Areas of Importance” are for AIA Singapore’s awareness and proactive monitoring

⁹ Topics under “Areas of Significance – Key Enablers” require AIA Singapore’s active management attention and can influence core business performance.

¹⁰ Topics under “Areas of Strategic Differentiation” are for AIA Singapore’s strategic advantage, innovation and long-term creation



Engaging Our Stakeholders

Insightful stakeholder engagement is critical to the success of our sustainability efforts. It enables us to develop a holistic understanding of our sustainability challenges and opportunities, supporting the development and implementation of our local sustainability approach. By engaging the stakeholders who are most relevant to our business, we gather perspectives that help guide and strengthen our sustainability strategy. Regular, open dialogue also supports the identification of opportunities for growth, innovation and partnership. Our approach is sharpened by stakeholder expectations, while remaining aligned with Group-level direction.

Building on the progress made last year, we further deepened our engagement with our stakeholders this year to further understand how different stakeholder groups are affected by the material topics that are most important to them. In addition, we conducted a localised double materiality assessment in 2025 for the first time as a structured process to link stakeholder inputs with business considerations.



AIA Singapore employees celebrate Hari Raya Aidilfitri.



Customers

Why we engage

Customer feedback is essential for driving continuous improvement in our products, services, and operations.

How we engage

- Customer feedback channels, including customer surveys and interviews
- Regular touchpoints such as consultants, customer service centres and ongoing engagement via the AIA+ mobile app
- Digital feedback platforms, such as Application ('App') store and Google reviews

Topics of discussion

- Customer experience
- Holistic health and wellness
- Financial wellness
- Healthcare needs
- Retirement life and aspiration
- Consumers' attitudes on ESG topics
- Brand affinity



Employees

Our people are key to our success and long-term growth. We actively seek input from our employees to determine the best actions for fostering an engaging and inclusive workplace.

- Employee engagement surveys
- Enterprise and divisional townhalls and other forums led by our senior leaders
- Employee networks, focus groups and other discussion forums
- Conferences, training and skills building programmes for employees
- Performance appraisal and manager-employee check-in conversations

- AIA culture, employee engagement and the employee experience
- Employee wellbeing
- Diversity and inclusion
- Employee training, career development and professional growth



Distributors

Our consultants play a critical role in delivering quality services and products to customers. By listening to their perspectives, we ensure that our ESG strategy remains relevant, inclusive, and aligned with market expectations. Their feedback helps us identify gaps, enhance governance practices and innovate responsibly.

- Email correspondences, face-to-face and online meetings
- Regular engagement with senior management
- Events / Workshops held locally with key strategic focus topics
- Organising events / trips to show appreciation to performing consultants (e.g. conventions etc.)
- Surveys focused on refining strategies by identifying friction points and opportunities

- Corporate governance
- Ethical and responsible business conduct
- Customer satisfaction and fair dealing
- Data privacy and protection
- Digital innovation and inclusive product offerings





AIA Group Chairman and AIA Singapore's leadership team with Managing Director of the Monetary Authority of Singapore, Mr. Chia Der Jiun.



AIA Singapore was the title sponsor for AIA HYROX Open Asia Championship 2025.

Investors

Why we engage

As a Group, we focus on strengthening investor trust by providing timely information. AIA Singapore regularly engages with stakeholders and investors to communicate ESG strategy and progress.

How we engage

- Regular engagements with colleagues in AIA Group and AIA Singapore
- Investor conferences, meetings, calls and correspondence

Topics of discussion

- Sustainable investment
- Metrics and targets
- Strategy
- Risk management
- Corporate governance
- Diversity and inclusion

Governments & Regulators

We collaborate actively with government agencies and regulators in Singapore and Brunei to promote sustainable business practices and foster change through advocacy and partnerships.

- Periodic discussions with regulators, governments and agencies

- Compliance with relevant laws and regulations

Communities

We frequently engage with the broader public to collectively drive meaningful and positive change.

- Engagement under the AIA One Billion initiative such as sponsorships, partnerships and events targeting a wide group of the community as well as the underserved as a part of the AIA One Billion initiative
- Corporate website and other correspondence
- Partnering with corporate clients to make a positive difference in their employees' wellbeing with the compelling refreshed proposition – WorkWell with AIA programme
- Industry body conferences and other forums aimed at promoting the work we do in the areas of physical, mental, environmental and financial wellness
- Ongoing social media interaction via owned platforms and various media partnership platforms

- Physical health
- Mental health
- Environmental health and financial inclusion



Internal Engagement And External Advocacy



Mr. Alvin Fu
Chief Distribution Officer

“AIA Singapore believes in AI + Advisor. AI + Advisor is about marrying the latest AI technology with qualified, empathetic, human advisors. By investing in both technology and talent development, we empower our consultants to deliver solutions that help our customers live Healthier, Longer, Better Lives.”



Ms. Peggy Quek
Chief Executive Officer,
AIA International Wealth

“In a world shaped by market shifts and cross-border needs, AIA International Wealth helps customers plan with clarity and confidence. We bring together long-term wealth planning, risk management and responsible stewardship so families can protect, grow and pass on wealth across generations.”



Mr. Kelvin Kua
Chief Partnership
Distribution Officer

“We believe that strong partnerships are important in advancing access to insurance solutions and improving customer outcomes. By working closely with our partners, we foster enduring relationships that create shared value for our business and the communities we serve. Through these collaborations, we support sustainable growth and contribute positively to the lives of the people who rely on us.”



Engagement with our Customers and Value Chain



AIA Singapore won three major awards at the Insurance Asia Awards 2025 for its customer- and value-chain-centric approach.

Advancing sustainability requires partnership, and we actively collaborate with customers and value chain partners to embed shared responsibility into how we operate. By building strategic relationships and keeping communication open, we help strengthen social outcomes and promote wellbeing. Our broader engagement is enabled by distribution and outreach channels that are integral to our value chain. These channels help us stay inclusive, accessible and responsive, deepen long-term customer relationships and equip consultants to deliver personalised service consistently. This strengthens the overall customer experience.

♥ CORPORATE SOLUTIONS

We continue to broaden pathways to care through our healthcare ecosystem partners. Through WhiteCoat, a leading digital healthcare provider, customers can access teleconsultations, mental health support and chronic care management, with connections to a network of healthcare professionals for timely advice and treatment options. For deeper support across the care journey, we connect customers to specialist networks and global expertise. Customers have access to an extensive network of private specialists, while Teladoc Health supports customers with more complex medical conditions through personalised medical advice and case management. This integrated ecosystem enables more comprehensive, tailored support from diagnosis

through recovery. In the workplace, we partner employers to cultivate healthier and more resilient communities. Under the AIA Vitality Corporate Wellness programme, corporate customers can offer Onsite Health Screenings, Wellness and Fitness Classes, and the #LiveWithVitality Corporate Challenge. These initiatives help build a culture of wellbeing and reinforce the relationship between health and productivity.

♥ TIED DISTRIBUTION

Engagement with tied distribution focuses on building capability and removing friction through focus groups and discussions that shape tools and initiatives for leaders and consultants, alongside strong emphasis on professional standards – highlighted by achieving a milestone of 4,879 IBF-certified consultants, representing 77% of our total AIA Tied Distribution Force of 6,356. As a result, we have surpassed our 2025 target to have 75% of our consultants meet the IBF Level 1 certification standard. Industry certifications, including the IBF Certification, seek to recognise practitioners who have attained industry-specific skills and demonstrated a commitment to excellence, integrity and professionalism.

To further elevate minimum qualifications for our Prestige Club, specifically for senior personal wealth managers and above, we introduced the Certified Affluent Wealth Adviser Certification by the Wealth Management Institute. The certification programme seeks to equip wealth and insurance advisers with customer-centric skills to serve affluent customers, focusing on holistic financial planning, insurance strategies and effective engagement – for advisers pursuing the high-net-worth pathway. We partner with 800 consultants to deliver 1,500 WorkWell Programmes across more than 1,000 companies, reaching over 80,000 employees. These programmes – including health screenings, financial literacy sessions and mental wellness talks – aim to strengthen physical, mental, and financial wellbeing. By providing access to WorkWell initiatives, we help organisations reduce healthcare

costs, absenteeism and stress-related issues, while fostering a healthier and more productive workforce for all stakeholders.

♥ PARTNERSHIP DISTRIBUTION

AIA Singapore continues to strengthen and diversify its partnership distribution network to broaden access to protection and enhance customer outcomes. In 2025, we onboarded five new financial institutions to further extend our reach, while continuing our exclusive partnership with Citibank. These strategic collaborations enable us to scale our offerings efficiently, enhance accessibility, and support inclusive growth by expanding access to financial protection and wellness solutions – contributing to long-term social resilience. To deepen engagement and foster continuous improvement across our partner ecosystem, we introduced structured feedback and recognition mechanisms. The Voice of Partners survey provides a formal channel to identify friction points and opportunities for enhancement, while the AIA Circle of Elites recognition programme strengthens collaboration, innovation and accountability. Through these initiatives, we ensure that partner perspectives meaningfully inform our strategies, reinforcing trust, transparency and responsible distribution practices in line with our sustainability priorities.

♥ INTERNATIONAL WEALTH

We continue to strengthen our engagement with offshore affluent and high-net-worth customers through our International Wealth subsidiary. Through International Wealth, we work with regional business entities and their networks to provide tailored insurance and legacy-planning solutions that support long-term wealth protection and sustainable growth. We place a strong emphasis on upholding high standards of wealth management advisory, by setting clear guidelines for business partners and equipping our teams with comprehensive training in responsible wealth stewardship, intergenerational planning and regulatory compliance.



Exemplifying excellence – Million Dollar Round Table (MDRT)

AIA Singapore has maintained its position as the leading MDRT producing organisation in Singapore for the 11th consecutive year, based on 2024 production.

Building on this strong foundation, AIA Singapore reached a new milestone in 2025, with 2,100 consultants achieving MDRT qualification based on 2025 production, meaning that one in three of our consultants is now MDRT qualified.

Among these high performers, 62 consultants achieved Top of the Table (TOT) status, representing six times the MDRT qualification requirement, while 286 attained Court of the Table (COT), achieving three times the MDRT benchmark.

These achievements reaffirm the exceptional professionalism, advisory excellence and customer first commitment demonstrated across our distribution force. Our success in MDRT performance is supported through structured training



“Once MDRT, Always MDRT” with renowned keynote speaker, Sandro Forte, in Singapore on 9 October 2025.

and continuous engagement initiatives designed to equip consultants with the skills, confidence and practical knowledge to excel. A key pillar of this effort is our MDRT Ambassador network, made up of practitioners who exemplify high performance and a spirit of sharing.

These ambassadors volunteer their time to mentor their peers, provide real-world insights, and lead capability-building sessions that accelerate learning and uplift advisory standards.

Their contributions help cultivate a supportive, collaborative culture where consultants learn from experienced role models and are inspired to achieve sustainable, purpose-driven success.



AIA MDRT University 2025 on 14 October, featuring the topic: “UP Your Leads with WorkWell and LIG.”



AIA MDRT University 2025 on 25 April featuring the topic: “UP Your Activities”.

Empowering and uplifting our employees

Rooted in our mission to help people live Healthier, Longer, Better Lives, we continue to embed sustainable and responsible practices across our organisation, ensuring that our actions meaningfully support our people, our customers and the communities we serve. Throughout the organisation, our people champion and participate in impactful sustainability and wellbeing initiatives. By nurturing a workplace where our people thrive, such as through robust wellness support, a continuous learning culture and embedding values of transparency and accountability, we empower our teams to bring their best selves to work. This is reflected in our broad spectrum of employee workplace initiatives, including our AIA Pride and WorkWell programmes.

Our approach ties back into our belief that innovation and customer centricity begin with empowered people. When our employees feel supported holistically, they are better equipped to design innovative solutions, strengthen customer relations and champion the wellbeing of the communities we serve. Taken together, these initiatives demonstrate that sustainability is not a standalone policy, but the foundation of how we work, collaborate, and lead. By weaving wellness, purpose and accountability directly into our culture, we ensure that sustainability remains an integral part of who we are and how we operate, enabling our people to deliver better outcomes and create lasting value for those we serve.

2025 year-end internal pulse survey on sustainability



Appreciation Celebration for maintaining our position as the leading MDRT producing organisation. 24 July 2025.



AIA CAN

Launched in 2024, AIA CAN is AIA Group's flagship eco-office programme designed to inspire and empower employees across AIA's 18 markets.

The multi-year initiative encourages our employees to adopt environmentally conscious mindsets and behaviours in their everyday work. For the second consecutive year running, AIA Singapore maintained the Platinum-tier AIA CAN eco-office achievement in 2025, reflecting the collective contribution of our employees in shaping a more sustainable workplace.



With AIA CAN, we're encouraging our people to say

"If AIA CAN, I CAN. I CAN make a difference."



Themes of AIA CAN

Waste Management
We seek to implement a suite of initiatives designed to reduce consumption, minimise waste and embed sustainable habits across our offices.

Energy Management
Through holistic energy management approach, we drive energy conservation, reduce carbon emissions and empower employees to adopt energy-smart habits across all our offices.

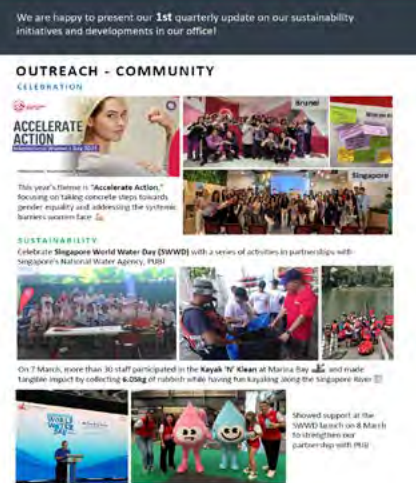
Water Usage
By championing water efficiency and responsible use, our water management efforts encourage employees to conserve resources and support sustainable practices across all offices.

Travel and Transportation
Our sustainable mobility efforts encourage cleaner commuting choices, reduce transport-related emissions, and support employees in shifting towards low carbon, active and shared travel options across our offices.

Sustainable Procurement
Our responsible procurement approach strengthens ethical sourcing, reduces environmental impact and empowers employees and suppliers to make sustainability focused purchasing decisions across our value chain.

Environmental Wellness
By nurturing nature connected, healthy workspaces, our environmental wellness efforts encourage employees to thrive through greener environments, mindful habits, and community building activities rooted in sustainability.

SUSTAINABILITY NEWSLETTER



SUSTAINABILITY NEWSLETTER



FY25 Q3 SUSTAINABILITY NEWSLETTER



FY25 Q4 SUSTAINABILITY NEWSLETTER



INTERNAL ENGAGEMENT – SUSTAINABILITY NEWSLETTER

Our quarterly sustainability newsletter serves as a key communication platform to build awareness and engagement across the organisation. It provides practical insights and best practices, highlights the contributions of Sustainability Champions and tracks progress against sustainability initiatives, encouraging employees to take action in support of our collective sustainability goals.

HEALTH & WELLNESS



This pillar directs AIA Singapore resources to engaging, inspiring and delivering better health outcomes, championing financial inclusion and expanding access to quality care, producing a wider, fairer impact on society.

- ENGAGING OUR COMMUNITIES
- IMPROVING ACCESS TO QUALITY HEALTHCARE
- BUILDING BETTER INTEGRATED HEALTH AND WELLNESS OUTCOMES



Ms. Irma Hadikusuma
Chief Marketing and Healthcare Officer

“Our Integrated Healthcare Strategy is designed to deliver meaningful value by addressing Singapore’s unique healthcare challenges in partnership with clinics, care providers and corporates. By streamlining care journeys and strengthening health outcomes, we are working to ensure that high quality, affordable healthcare remains within reach for all.”



Mr. Kenneth Tan
Chief Corporate Solutions Officer

“At AIA Singapore, helping people live Healthier, Longer, Better Lives starts with enabling organisations to embed well being at the heart of their culture. Through integrated protection and wellness solutions, we partner our corporate customers to build a healthier workforce, elevating performance and deliver sustainable long-term value through accessible, affordable, and future ready benefits.”

Our Purpose – to help our communities live Healthier, Longer, Better Lives – guides how we shape our health and wellness solutions and initiatives.

We strive to stay connected to our customers’ needs by providing flexible protection and long-term savings solutions that adapt to their ever-changing needs and help maintain their access to affordable coverage as healthcare costs rise.

Putting the Integrated Healthcare Strategy into practice, we seek to enhance community health and wellness via transforming the healthcare and insurance experience.

Through initiatives including outpatient partnerships, care-management programmes and streamlined care pathways, we aim to deliver better outcomes at lower cost.

By expanding access to affordable, effective care, we support people to take proactive steps to manage their health. We also champion holistic wellness through AIA Health360, a comprehensive suite of solutions that supports physical, mental and financial well being across life stages. By integrating proactive health tools, access to care and financial planning support, AIA Health360 empowers individuals to make informed, healthier choices.

Complemented by expanded mental health services and enhanced corporate insurance benefits, these offerings enable AIA Singapore to continue to help communities plan well, protect well and live well.

Why these material topics are important

HEALTH, WELLBEING AND FINANCIAL INCLUSIVITY



Supporting health and wellbeing is essential for resilient, thriving communities. Ensuring accessible, inclusive and affordable healthcare, while promoting physical, mental, environmental and financial wellness, helps our communities stay healthy and productive, allowing them to enjoy a sustained quality of life.

COMMUNITY ENGAGEMENT AND INVESTMENT



Community engagement strengthens social impact by directing volunteering and resources towards local needs, enhancing resilience and wellbeing within the communities we serve.



SUSTAINABLE INVESTMENT



This pillar delivers long-term value by seeking sustainable investment outcomes, investing for the future and engaging with our investee companies to achieve our AIA Group’s near-term investment targets and net-zero commitment.

- DIRECTION, PRIORITIES AND OVERSIGHT
- ESG INTEGRATION
- STEWARDSHIP
- TRANSPARENCY AND REPORTING
- COLLABORATION AND ADVOCACY



Ms. Liu Chunyen

Chief Investment Officer and Head of Sustainability

“At AIA Singapore, we integrate ESG considerations across our investment decisions to strengthen risk-adjusted returns and build long-term resilience for our policyholders. Guided by our purpose of helping people live Healthier, Longer, Better Lives, we apply a long-term investment perspective to support resilient portfolios and sustainable value creation while remaining aligned with our net-zero ambition.”

In 2025, AIA Singapore has made progress on its sustainable investment objectives through strengthened governance, enhanced stewardship, continued integration of ESG considerations across in-scope portfolios, and deeper collaboration and advocacy. These efforts are aligned with our objective to support AIA Group’s overall commitment to achieve net-zero greenhouse gas emissions by 2050.

This commitment is supported by AIA Group’s near-term targets validated by the Science Based Targets initiative (SBTi) and AIA Group’s Climate Transition Plan.

To reinforce ESG-specific governance and oversight, a dedicated Investment ESG sub-committee was established under the AIA Group Investment Committee. ESG capability was also further embedded within the investment teams through changes to the operating model for the Investment ESG Centre of Excellence and expanded ESG resources in AIA Singapore’s appointed investment manager, AIA Investment Management.

We maintained 100% coverage of directly managed general account portfolios using our internally developed ESG Rating Scorecard, which was externally revalidated following updates to incorporate climate risk. In addition, we made efforts to reflect relevant ESG factors and ESG commitments, where applicable, in our investment mandates.

Stewardship remains a core component of our investment approach. As at 31 December 2025, AIA as a Group has engaged over 300 investee companies, supported by an internal platform that tracks engagement progress and alignment with net-zero objective and SBTi targets.

As a Group, we have also engaged with over 150 companies held within AIA Singapore investment portfolios, both in Singapore and overseas, to drive progress against their existing climate commitments.

Efforts were made to enhance transparency and monitoring of portfolio climate performance through ongoing measurements and disclosure of financed emissions and carbon intensity metrics, in addition to tracking progress against SBTi-aligned targets for the in-scope general account portfolio. The Group’s progress remains on-track against its near-term Investment SBTi targets.

We continue to incorporate sustainability considerations in our investment processes. As at 31 December 2025, US\$3.8 billion was invested in ESG bonds as a result of our integration efforts.

Why this material topic is important

SUSTAINABLE INVESTMENT

Sustainable investment is critical to AIA Singapore’s long-term responsibilities as an insurer, asset owner and steward of customer funds. By integrating environmental, social and governance (ESG) considerations into our investment approach, we can manage ESG risks, protect portfolio value and support a resilient, low-carbon economy.



SUSTAINABLE OPERATIONS



This pillar aims to integrate sustainability practices into our operations and incorporate sustainability factors into sourcing considerations.

- ENSURING GREENER BUILDINGS >
- IMPROVING OUR ENVIRONMENTAL PERFORMANCE >
- ADVANCING DIGITAL TRANSFORMATION >
- ENCOURAGING GOOD SUSTAINABILITY PRACTICES >

Guided by AIA Group’s Climate Transition Plan (CTP) and its validated Science Based Targets (SBTs), we align our local actions with the Group’s decarbonisation pathway and defined targets. We recognise that organisational resilience is closely linked to the long-term sustainability of our workplaces, operations and value chain. During the year, we continued to strengthen oversight of our operational footprint.

This includes improving the accuracy and consistency of environmental data collection, enhancing monitoring of environmental data and its consumption across offices and embedding sustainability considerations into operational decision-making processes.



Mr. Leong Kim Sian
Head of Corporate Real Estate

“To integrate sustainability considerations into every stage of our asset lifecycle—from planning to operations and renewal. By strengthening energy performance, enhancing workplace wellbeing standards and driving innovation initiatives that reduce environmental impact, we ensure that our workplaces support our people, our communities and our long-term sustainability goals.”



Mr. Tan Kian Loy
Chief Operations Officer

“Sustainability considerations are embedded in how we operate at AIA Singapore. By digitising customer and agency journeys, we reduce paper use while improving accessibility, service quality and operational efficiency. These efforts strengthen our commitment to responsible, resilient business practices and support our broader ambition to deliver people-centred outcomes with strong governance. Together, we ensure AIA Singapore remains a trusted and forward-looking organisation.”

We continued to enhance customer experience by digitalising selected services, which also helped reduce paper use. In 2025, 91% of all customer communications were delivered through digital channels and our initiatives saved 337 tonnes of paper even as transaction volumes increased. Our AI-powered platforms enhanced operational efficiency and scalability, while reducing resource usage and minimising environmental impact. Beyond our direct operations, we engaged key suppliers to encourage responsible business practices and to better understand and manage emissions generated within our value chain. These efforts support a structured and measurable approach to reducing our environmental impact over time.

Why these material topics are important

SUSTAINABLE OPERATIONS



Sustainable operations are essential to AIA Singapore’s long-term performance and responsibility as a leading insurer.

By improving the way we manage energy, waste, emissions and day-to-day operational processes, we reduce our environmental footprint while enhancing efficiency and resilience across our business.

SUSTAINABLE PROCUREMENT



Sustainable procurement is important for ensuring responsible and resilient value chains. Integrating environmental and social factors into sourcing, such as ethical labour standards, helps ensure that our purchases align with our sustainability ambitions.

Reinforcing these standards across our supply chain reduces risks, strengthens transparency and encourages improved supplier practices.

SUSTAINABLE INNOVATION AND TRANSFORMATION



Sustainable innovation and transformation are critical to strengthening long-term business resilience and ensuring that our products, services and operating models evolve responsibly.

By embedding sustainability considerations into service delivery, technology adoption and daily operations, we can reduce operational risks, improve efficiency and enhance customer value.



PEOPLE & CULTURE



This pillar empowers our people to succeed through fostering a learning environment, ensuring equitable and fair processes for employment and progression and nurturing a diverse, inclusive and supportive culture.

- SUPPORTING DEVELOPMENT AND CAREER PROGRESSION >
- ACCELERATING PROGRESS IN DIVERSITY AND INCLUSION >
- ENRICHING AND REWARDING OPPORTUNITIES FOR ALL >
- STRENGTHENING RISK AWARENESS >



♥ **Mr. Owen Addison**
Chief Human Resources Officer

“Our people are at the heart of AIA Singapore and the foundation of every ambition we pursue. By investing in their personal and professional growth, engagement and wellbeing, we strengthen the culture and capabilities that enable us to adapt, innovate and lead the industry. Their dedication shapes the experiences we deliver, reinforces the trust our customers place in us and brings our Purpose to life as we help people in Singapore live Healthier, Longer, Better Lives.”

Overview of our priorities

Our people are central to delivering our Purpose of helping people live Healthier, Longer, Better Lives. Our employees draw on their diverse backgrounds and experiences to support customers and communities. This diversity strengthens our culture, fosters innovation and inclusivity and enhances our ability to respond to evolving needs.

Our people strategies focus on nurturing a strong and unifying culture, building a future-ready organisation and supporting employees to reach their full potential. These priorities reinforce AIA’s ability to attract and retain talent, contributing to continued recognition as a preferred employer of choice in Singapore.

We invest in development to help our people grow and contribute to AIA’s long-term success. Leadership development, delivered through local and Group signature programmes, prepare both our senior and emerging leaders.

We continue to build an inclusive and engaging workplace where people feel valued and supported. Our employee workforce includes 59.5% women and 68.1% Gen Y and Gen Z. Our 2025 Gallup Q12 Employee Engagement Survey score placed AIA Singapore at the 80th percentile of Gallup’s global finance and insurance industry benchmark. Our commitment to shaping an empowering workplace has also been recognised by Great Place To Work in 2025.

Our wellbeing programmes support employees to build resilience across physical, mental, social and financial dimensions.

Our culture sets us apart

Our rich history in Singapore and Brunei roots us deeply in the region’s culture and future. We continually nurture, promote and protect our culture because it brings us together, connects our people to our shared Purpose and guides each of our actions, regardless of where we are and what we do.

Our culture is anchored on our Purpose, a clear point of reference of the work we do and informs the decisions and actions that our people make. It reinforces our commitment to supporting the wellbeing of customers, communities and colleagues.

Our Operating Philosophy of “Doing the Right Thing, in the Right Way, with the Right People and the Right Results will come” guides decision-making. We believe that prioritising what is right will support sustainable long-term outcomes for those we serve – our customers and the communities we operate in.

The AIA Essentials of Clarity, Courage and Humanity set out expected behaviours of everyone, with a focus on prioritisation, accountability, effective execution and collaboration.

AIA Singapore operates through a model of empowerment within a framework. Leaders are empowered to make locally relevant decisions, subject to governance frameworks, strategy, standards and risk parameters. Employees feel a personal stake in our collective success, making decisions and taking initiative within parameters, guidelines and authority limits that continually improve how we operate.

Together, the four principles that underpin our culture create an engaging environment where our employees not only deliver their best every day but continually strive to deliver better. This pursuit for continual improvement is captured in our people proposition of *Believe in Better*.

Why these material topics are important

WORKFORCE EXPERIENCE



Workforce experience influences how employees learn, grow and perform across every stage of the employee lifecycle. A strong culture and access to development opportunities support higher engagement and a capable, resilient workforce.

DIVERSITY, EQUITY AND INCLUSION



Diversity, equity and inclusion help create a workplace where people are treated fairly, valued for their differences and supported to succeed. Ensuring non-discrimination and reinforcing inclusive behaviours across our systems and leadership also protects organisational integrity and long-term resilience.



EFFECTIVE GOVERNANCE



This pillar ensures that we continue to operate to the highest standards of business practices, both in terms of our engagement with stakeholders and how we manage risks. This provides the necessary management oversight, incentives and organisational accountability, data governance systems and transparent reporting to enable us to succeed.

- BOARD GOVERNANCE >
- ENSURING EFFECTIVE RISK MANAGEMENT AND RESPONSIBLE BUSINESS PRACTICES >
- PROMOTING BEST SUSTAINABILITY PRACTICES >
- SUSTAINABILITY RATINGS AND INDEX INCLUSIONS >



♥ **Ms. Penny Koo**
General Counsel and Company Secretary

“At the heart of our governance is a strong commitment to integrity and transparency. We uphold clear expectations for ethical conduct and accountability across the organisation, so decisions are made in the right way and for the right reasons. By keeping our customers’ interests central to how we operate, we reinforce trust and strengthen confidence in every aspect of our business.”



♥ **Mr. Khoo Kay Hwee**
Chief Risk Officer

“Our risk management framework sets out how we identify, assess and respond to risks, including emerging risks. It also defines risk governance and risk strategy so that decisions are made consistently, accountability is strengthened and we stay resilient over the long term.”



♥ **Mr. Afees Ashroff**
Chief Technology Officer

“Strong information security governance is essential to the way we operate and serve our stakeholders. By strengthening controls across our technology systems, we protect customer data privacy, safeguard intellectual property and enhance our cyber resilience against evolving threats. This enables us to maintain secure, reliable services and uphold the trust that customers and partners place in us.”



Strong corporate governance remains central to our business and underpins trust and accountability. As an insurer, we are focused on strengthening customer confidence while supporting the long-term stability, growth and resilience of our organisation.

Effective oversight by the Board and Management promotes responsible conduct that is embedded in our operations and organisational culture.

Guided by internationally recognised governance principles, applicable local regulations and AIA Group’s internal policies, we maintain a clear and robust governance framework that upholds high standards of business conduct.

This structure helps us sustain clear responsibilities and accountability, maintain transparency and manage risks effectively.



Why these material topics are important

RESPONSIBLE CUSTOMER PRACTICES



Responsible customer practices help ensure that customers are treated fairly, informed clearly and supported throughout their relationship with us.

By designing, marketing, recommending and servicing our products in a transparent and customer-centred way, customers are better able to understand their options and make decisions that serve their long-term interests.

CORPORATE GOVERNANCE



Strong corporate governance underpins responsible and transparent decision-making, enabling organisations to act ethically, manage risks effectively and meet regulatory expectations.

By strengthening governance structures, policies and oversight, we enhance accountability and support stable, long-term performance that sustains stakeholder confidence and organisational resilience.

BUSINESS ETHICS



Strong business ethics are essential to maintaining integrity and trust in how we operate. The AIA Group Code of Conduct sets clear expectations for professional behaviour, applies to all employees and partners and is reinforced through mandatory training and annual certification. Our zero-tolerance approach to bribery and corruption, supported by strong controls and compliance processes, helps prevent misconduct and safeguards the long-term credibility of our business.

RISK MANAGEMENT



Risk management enables the organisation to anticipate and respond to risks that may affect the delivery of AIA Singapore's strategy and honouring commitments to all stakeholders. Strong governance, risk management frameworks and controls, scenario analysis and continuous monitoring help ensure that risks are understood and managed effectively.

DATA PRIVACY AND CYBER SECURITY



Data privacy and cyber security ensure that sensitive information is protected and that our systems remain secure against evolving threats. When customer and employee data are safeguarded through strong controls, access management and proactive monitoring, we strengthen trust and reduce the risk of breaches.



Feedback Form

Dear Reader,

Thank you for taking the time to read this report. We sincerely look forward to your evaluation and valuable feedback. Your insights will help us continuously improve our efforts and enhance our ability to fulfil our environmental and social responsibilities.

Questions (Please mark “✓” in the appropriate box):

1. What is your relationship with AIA Singapore?

- Government
 Non-Governmental Organisation (NGO)
 Community and Public
 Employee
 Investor
 Customer
 Media
 Supplier / Contractor
 Peer Company
 Other (Please specify): _____

2. How would you rate AIA Singapore’s performance in fulfilling its environmental and social responsibilities?

- Very Good
 Good
 Average

3. What is your overall impression of the report?

- Very Good
 Good
 Average

4. How would you rate the quality of the environmental and social responsibility information disclosed in the report?

- Very Good
 Good
 Average

5. How would you rate the design and presentation of the report?

- Very Good
 Good
 Average

6. How would you rate the structure of the report?

- Very Good
 Good
 Average

Open-ended Question:

What are your expectations for AIA Singapore’s work in the area of environmental and social responsibility?

If you have any other feedback, please contact us at sg.sustainability@aia.com





HEALTHIER, LONGER,
BETTER LIVES

AIA SINGAPORE SUSTAINABILITY REPORT 2025

Feedback from our diverse set of stakeholders is crucial for us to continue improving our sustainability performance and disclosure practices.

If you have any questions, comments or feedback, please contact us at:
sg.sustainability@aia.com

Or write us at the address below:
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