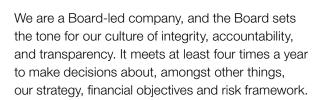
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Governance

Our industry is highly regulated to protect policyholders and investors from exposure to unnecessary risk. We have a good reputation with regulators and are committed to strong corporate governance.



In 2024, the Board, chaired by Clive Cowdery, consisted of 10 people which included four Independent Non-Executive Directors, three representatives from Blackstone and two from Nippon Life. Following the expected closing of the Nippon Life acquisition in 2025 the Blackstone delegates will be replaced by representatives from Nippon Life.

As part of our new operating structure, we formed a Steering Committee in 2024. It comprises six senior executives who meet, discuss, and develop advice to provide to the Company and their officers including in relation to governance, strategy, financial and business performance matters. The Steering Committee is supported by the Executive Leadership Team.



Steering Committee

Clive Cowdery

Founder, Chairman and CEO

Moses Ojeisekhoba

President

Megan Beer

Chief Operating Officer

Jonathan Moss

Chief Financial Officer

Takashi Nakayama

Chief Corporate Planning Officer

Claire Singleton

General Counsel

Executive Leadership Team

Warren Balakrishnan

CEO, US

Karl Chappell

Managing Director, Solutions

Ruth Farrugia

Chief Investments Officer

Peter Grewal

Chief Risk Officer

Cherie Pashley

Managing Director, Finance

Rushabh Ranavat

CEO, Asia

Tim Tez

CEO, Australasia

We have strong local boards with independent director representation that ensure that our key regulated insurance subsidiary companies meet local regulatory requirements, maintain sufficient capital and risk management protocols, and manage customer relationships appropriately.

Karl Happe, Chief Investments Officer (until September 2024) Conor Murphy, CEO, US (until March 2025) Simon Woods, Chief Financial Officer (until September 2024)