

OUR INTERACTION WITH STAKEHOLDERS




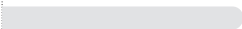




Softlogic Life operates in a business built fundamentally on trust. As a life insurer, our ability to create sustainable value depends on maintaining strong, transparent, and mutually beneficial relationships with stakeholders who influence, and are influenced by, our activities. We adopt a structured, principle-based approach to stakeholder engagement, ensuring that legitimate interests are:

- Identified and prioritised
- Integrated into strategic planning
- Considered in risk management processes
- Reflected in operational decision-making
- Measured through outcomes and performance indicators

Stakeholder relationships directly influence our ability to grow responsibly, manage risk effectively, and protect policyholder interests.

DEFINING OUR KEY STAKEHOLDERS

Through periodic stakeholder mapping and materiality assessments, we identify the following groups can have big impact to our long-term value creation:

Stakeholder Group	Why They Matter to Value Creation	Priority
Shareholders & Investors	Providers of financial capital	
Employees	Human capital driving service quality and innovation	
Customers / Policyholders	Source of revenue, trust, brand reputation	
Regulators	License to operate	
Sales Force & Distribution Partners	Primary customer interface	
Reinsurers	Risk transfer and capital optimisation	
Suppliers & Service Providers	Operational resilience	
Communities	Social license and brand legitimacy	

This prioritisation is reviewed annually to reflect evolving market and regulatory dynamics.

GOVERNANCE AND OVERSIGHT

Stakeholder engagement is embedded within our governance structure:

- The Board reviews significant stakeholder matters, customer protection indicators, and principal risks.
- The Integrated Risk Management Framework captures stakeholder related risks including conduct, reputation, operational, and compliance risks.
- The Executive Committee reviews key feedback from stakeholders frequently
- Formal grievance and whistleblowing mechanisms ensure accountability and escalation.

ENGAGEMENT ARCHITECTURE

We categorise engagement across four structured mechanisms:

Method	Our Purpose	Our Action
Consult	Gather insights before decisions	Surveys, forums, advisory panels, regulatory compliance etc.
Collaborate	Co-create or jointly execute	Product design workshops, industry groups, regular meetings, focus group discussions etc.
Inform	Proactively disclose information	Reports, updates, internal policies etc.
Monitor	Track performance and risks	Complaint analytics, compliance dashboards etc.

This ensures we maintain a comprehensive engagement model that systematically captures feedback with the potential to influence our business model and value creation process.

TWO-WAY ENGAGEMENT BY STAKEHOLDER GROUPS

Below diagram shows how we listen to our stakeholders and how we respond to their concerns.



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STAKEHOLDER INSIGHTS INTEGRATED INTO DECISION-MAKING

The management ensures all key concerns raised by stakeholders are duly considered for the strategy setting based on their priority which is detailed on page 65.

	Shareholders & Investors	Employees	Customers / Policyholders
Key Concerns Raised	<ul style="list-style-type: none"> Sustainable return Risk management Transparency and accountability Business sustainability 	<ul style="list-style-type: none"> Fair pay and benefits Learning & Development Organisational Culture 	<ul style="list-style-type: none"> Claims turnaround Digital access Products cater to evolving needs Grievance handling process
Strategic Response	A clear and well-structured business strategy that accounts for risk exposure and the operating environment, with a focus on increasing embedded value and the value of new business.	Well formulated HR strategy with competitive benefits compared to market.	Automation of sales and claims handling process using AI. Focus strategy on preventive health opportunities
Impact on Capitals			
Measurable Outcome	<ul style="list-style-type: none"> ROE VONB GWP growth Market share 	<ul style="list-style-type: none"> Employee turnover ratio 	<ul style="list-style-type: none"> One day claims settlement ratio Complaints-to-claim ratio
Impacted Strategic pillar			

	Regulators	Sales Force & Distribution Partners	Re-insurers / Suppliers & Service Providers
Key Concerns Raised	<ul style="list-style-type: none"> Compliance with applicable laws and Regulations Corporate governance and business ethics 	<ul style="list-style-type: none"> Product competitiveness Competitive income Career progression Reward & Recognition 	<ul style="list-style-type: none"> Underwrite appropriate risk Timely settlements of dues
Strategic Response	Strengthened internal controls and regular monitoring of compliance with laws and regulation and adhering to highest level of governance practices covering both mandatory and voluntary requirement	Product development committee responsible for identifying market trends and develop products to suit emerging customer requirements and well structured commission and incentive packages with clearly defined career and recognition parameters.	Well defined underwriting practices and automated underwriting capabilities for accurate risk assessment. Internal controls on adhering with terms and conditions of third party agreements
Impact on Capitals			
Measurable Outcome	<ul style="list-style-type: none"> No of non compliances with existing laws and regulations 	<ul style="list-style-type: none"> ANBP growth ANBP per advisor GWP growth 	<ul style="list-style-type: none"> Auto underwriting of policies Net RI cost % GWP
Impacted Strategic pillar			

Community	
Key Concerns Raised	<ul style="list-style-type: none"> • Employment Opportunity • Company's contribution to help underprivileged communities
Strategic Response	<ul style="list-style-type: none"> • Recruitment strategy to hire local talent from the local market • Introduction of Micro insurance • Sustainability and CSR strategy
Impact on Capitals	
Measurable Outcome	<ul style="list-style-type: none"> • One day claims settlement ratio • Amount of micro insurance claim paid
Impacted Strategic pillar	

IMPACTED STRATEGIC PILLAR

Our strategic pillars have been designed to address material stakeholder concerns, as well as other significant factors that may influence our strategic direction. Details of our strategy are discussed on page 65 of this report.

STAKEHOLDER IDENTIFICATION VS. CAPITALS DISCLOSURE

In determining our reporting boundaries, we distinguish between stakeholders and the capitals. Our stakeholder identification process focuses on groups or individuals with whom we have a direct or indirect relationship and who affect or are affected by our operations (e.g., policyholders, employees, regulators). Consequently, the natural environment is not categorised as a stakeholder in our engagement matrix, as it is not a person or group with whom we can conduct dialogue. However, recognising that our business relies on and impacts natural resources, we fully address our environmental stewardship through the Natural Capital lens of the Integrated Reporting framework, where we disclose our resource consumption, emissions, and mitigation strategies.

Stakeholder Analysis

