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Governance - Solid Operation

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▶ Corporate governance 2.1

The Board is the highest decision-making body regarding the company's environmental, social, and governance strategy, with subcommittees including the Audit Committee and the Compensation and Nomination Committee. All members of the Audit Committee are independent non-executive directors. The Compensation and Nomination Committee is predominantly composed of independent non-executive directors and is chaired by one of them. As of December 31, 2024, the Board consisted of 9 directors, including 1 executive director (accounting for 11.10%), 4 non-executive directors (44.45%), and 4 independent non-executive directors (44.45%). Among them, there were 2 female directors (22.22%).

The company has adopted a board diversity policy (the "Board Diversity Policy"). The Board seeks to achieve its diversity through the consideration of a number of factors when selecting candidates for the Board, including but not limited to skills, experience, cultural and educational background, geography, industry and professional experience ,ethnicity, gender, age, knowledge and length of service. The knowledge and skills of the Board members cover various fields, including FinTech, banking, accounting, legal and compliance, and business management providing talent support for the professionalism and efficient operation of the Board. The Compensation and Nomination Committee is responsible for reviewing the content and monitoring the implementation of the Board Diversity Policy.

Key Performance

Board meeting	Audit Committee meeting	Remuneration and Nomination Committee meeting
5	**5**	**1**

19

▶ Operation compliance 2.2

OneConnect consistently maintains compliance sensitivity, closely monitoring regulatory policy trends, and strictly adhering to national laws, regulations, and various regulatory provisions to comprehensively enhance the company's compliance operations. As of the end of the reporting period, the company had issued a total of 25 regulatory, legal, and business compliance-related promotional documents.

Number of regulatory, legal, and business compliance-related promotional documents issued by the company

25

Intellectual property compliance management 2.2.1

Key Performance

Newly granted patents

39

Newly registered software copyrights

35

OneConnect strictly follows laws and regulations such as the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, and the *Copyright Law of the People's Republic of China*. The company has developed an intellectual property management system tailored to the company's developmental characteristics. Currently, policies like the *Intellectual Property Protection Management Measures*, the *Invention Reward Management Measures*, and the *Trade Secret Protection Management* Measures have been formulated to clarify the company's management mechanisms and organizational safeguards at the institutional level regarding intellectual property, trade secrets, and patent protection.

The company has established an intellectual property coordination department, relevant positions, and departmental intellectual pro-perty liaisons, building a company-wide intellectual property talent pool to advance the application and protection of intellectual pro-perty rights and the distribution of related bonuses. This year, the company linked product management with software copyright registration to ensure the completeness of software copyright levels for core business products.

The company not only protects its own intellectual property but also strives to respect and safeguard the legitimate rights and interests of other individuals or organizations. We firmly oppose any form of infringement on the intellectual property rights of others and ensure that all business activities comply with relevant laws and regulations, promoting a fair and healthy innovation environment.

Information security compliance management 2.2.2

Key Performance

Major information security violations during the reporting period

0

As a commercial technology service provider for financial institutions, OneConnect has set strict requirements for information security. The company has always adhered to compliance bottom lines and ensures its steady progress in information technology compliance with continuously updating and revising legal and regulatory requirements.

Internally, the company tracks the latest developments in information security-related laws and regulations in real time, establishes a robust information security monitoring mechanism, strengthens the internal information security training system, and conducts diverse training courses and practical drills. Information security protection philosophies are integrated into every aspect of day-to-day work. Meanwhile, the company introduces advanced technologies to enhance data encryption, access control, and backups, effectively reducing the risk of information leakage and strengthening the security defense of the company's, customers', and partners' information assets.

Externally, the company actively invites and accepts third-party information security reviews from regulatory authorities, cooperating customers, and affiliated groups. These reviews include but are not limited to compliance checks, self-assessments, and due diligence. As of the end of the reporting period, the company had passed 100% of the information security reviews conducted by these institutions.

Tax compliance management 2.2.3

As a multinational enterprise, the company strictly follows the tax laws and regulations of the operating countries, formulates and implements the *Tax Work Management Measures* according to the actual situation of the company, specifying departmental responsibilities, standardizing accounting treatments, and tax payment processes to improve the accuracy of tax data. The company regularly reviews its related-party transactions, promptly communicates with relevant departments to understand and discuss the fairness of pricing, and makes tax payment adjustments according to tax laws for transactions that do not meet the fairness requirements from a tax perspective.

OneConnect Financial Technology Co. Ltd.
OneConnect Monthly Report on Regulatory Policy Dynamics and Trending Topics in the Industry (August 1-31)
Legal, Compliance, and Risk Management Team

I. Key Policy Highlights

Corporate Governance

■ The Supreme People's Court (Business Focus: Supplier Management)

On August 27, 2024, the Supreme People's Court issued the *Official Reply of the Supreme People's Court on the Issue of Validity of an Agreement Between Large Enterprises and Small and Medium-sized Enterprises That Payment is Contingent Upon Receipt of Payment from a Third Party*. The reply clarified that provisions that make payment by third-party payment a prerequisite (pay-if-paid clauses) are invalid. This applies retrospectively to disputes arising from such clauses signed between large enterprises and small and medium enterprises after September 1, 2020.

Financial Regulation

■ The People's Bank of China (Business Focus: Credit Information Services)

Recently, the People's Bank of China issued the *Announcement on Amendments to the Notice of the People's Bank of China on Further Strengthening the Security Management of Credit Information (Exposure Draft)*. This draft aimed to deepen the management of credit information security and revise and improve certain operational rules, regulatory measures, and assessment systems related to credit business.

Information Data

■ National Technical Committee 260 on Cybersecurity Standardization Administration of China (Business Focus: Internet Platform Service Suspension)

On August 7, 2024, the National Technical Committee 260 on Cybersecurity Standardization Administration of China released the *Cybersecurity Standard and Practice Guidelines—Security Requirements for Data Processing during Internet Platform Service Suspension (Exposure Draft)*. This draft has clarified the basic requirements for data processing during internet platform service suspension, which can be used to guide data processors of internet platforms in conducting data security protection work, among other tasks.

OneConnect Monthly Report on Regulatory Policy Dynamics and Trending Topics in the Industry

▶ Risk management 2.3

The company regards risk management as one of the core activities of business management and operations. It has established a comprehensive risk management system that covers all aspects, with clear responsibilities, well-defined boundaries, and normative management.

Improvement of system development 2.3.1

The company has formulated a series of risk management measures and policies, including the *Comprehensive Risk Management Framework, Operational Risk and Internal Control Management System, Operational Risk Management Framework, Reputation Risk Management Policy, IT Operations Management System Framework, Information Security Management System and Liquidity Risk Management Measures*. The company regularly reviews and revises the relevant risk management systems based on the latest laws and regulations and the dynamics of business operations. During the reporting period, the company revised over 10 risk management systems, including *Response Regulations for Major Emergencies, Data Security Management Measures, Information Security Management System, Concentration Risk Management Measures, Operational Risk Management Measures,* and *Internal Control Management System*.

Strengthening organizational support 2.3.2

The company has integrated risk management into its governance structure from top to bottom. At the Board level, the Board regularly reviews the overall objectives, risk appetite, and tolerance for comprehensive risk management each year, incorporating risk appetite into major business decision-making considerations. The Board includes professionals with experience in risk management and auditing, providing relevant perspectives and viewpoints on the company's major business decisions. The Board members regularly receive compliance training related to the listing rules in Hong Kong and the United States, covering topics such as insider trading, information disclosure, and related-party transactions, thereby enhancing their ability to manage and control compliance risks.

At the management level, the company's management team is responsible for the decision-making and execution of risk management, undertaking the management functions of the comprehensive risk management system, including policies, systems, implementation, rewards and penalties. The Chief Financial Officer ("CFO") is responsible for driving and implementing comprehensive risk management and reporting directly to the Chief Executive Officer ("CEO").

At the execution level, it has established effective-operating three lines of defense for risk management, with a clear delineation of responsibilities and mutual checks and balances. Three lines of defense are composed of business lines, risk management functional departments, and internal audit and supervision departments, ensuring that responsibilities are properly implemented. The structures and reporting paths of the risk management functional departments and audit and supervision departments are independent of the business departments.

The company's risk management functional departments report on the status of comprehensive risk management and key tasks to the Board and the Audit Committee on a quarterly basis and submit comprehensive risk management reports to the management team every month. The company's audit and supervision departments conduct irregular audits on comprehensive risk management and risk management in specific areas. In particular, the company conducts an annual external audit for the SOX project, with a comprehensive evaluation that includes the risk management system, the operation of the risk governance framework, and the effectiveness of risk management systems.

Standardizing management procedures 2.3.3

The company conducts multidimensional and comprehensive risk identification in its business areas, designates risk management departments to coordinate the establishment of applicable risk management policies, mechanisms, indicators, processes, systems, and management tools, and identifies, measures, evaluates, monitors, responds to, and reports on various risks. The company promotes and perfects proactive and in-process risk management capabilities through "reporting, monitoring and early warning, inspection and handling" and "process sorting, risk exposure investigating, impact ranking, rectification suggestion, and improvement approval" closed loops. It implements special risk reviews and admission requirements in key areas such as new business and products, third-party cooperative institution management, conducts irregular business risk assessments and reviews, identifies critical risk processes, proposes optimization suggestions on risk prevention and forward-looking control, and issues assessment reports to prevent potential issues.

The company has identified the top two conventional known risks and one emerging risk that may impact business expansion. Please refer to the table below for details.

Risk category	Risk name	Risk description	Response measures
Known risks	Compliance risk	Compliance operational risk refers to the risk of direct or indirect losses resulting from inadequate or problematic internal procedures, employee management, systems, and external events.	The company continuously improves and implements its operational risk management strategies. Based on the existing compliance management and internal control systems, the company optimizes the operational risk management framework, enhances operational risk management policies and tools, strengthens interdepartmental coordination and collaboration, establishes daily monitoring and reporting mechanisms, regularly reports the overall operational risk status to the management, and continuously improves the effectiveness and proficiency of operational risk management.
	IT risk	IT risk refers to operational, legal, and reputational risks faced by the company during technology operations due to natural factors, human factors, technical vulnerabilities, and management defects.	In accordance with with legal, compliance, and regulatory requirements, the company has established a comprehensive IT risk management system. This system clarifies governance frameworks covering information security, data security, and system security, along with specialized division of responsibilities. The company actively promotes intelligent and data-driven business transformation while strengthening IT risk controls. On one hand, it enhances capabilities in IT compliance and information security risk prevention, monitoring, and response, building a robust intelligent prevention and control system for information compliance and security risks. On the other hand, it reinforces R&D and technology operations risk management systems, improves technology R&D security management, and enhances the efficiency and stability of technology operations. Overall, the company strives to avoid major IT risk incidents such as significant information leaks, unauthorized data acquisition, IT downtime, and software copyright infringement.
Emerging risks	Geopolitical risk	Instability factors in the Middle East and Southeast Asia will impact the economic environment and local policies of countries and regions where the company operates, indirectly affecting the company's overseas business expansion and stable development.	• Risk Monitoring: The economic landscape and risk assessment of countries and regions where the company operates will be incorporated into daily monitoring, and periodic reports will be submitted to the management through comprehensive risk management reports to provide decision-making references. New business expansion countries and regions will be cautiously evaluated.
		The results of global elections in major election years have further exacerbated the "deglobalization" trend, with rising trade protectionism, potential decoupling from China in trade, and increasing financial sanctions. This poses challenges to the company's strategic layout and business management in FinTech.	• Dynamic Tracking: The company tracks regulatory policy updates and industry trending topics on a monthly basis, providing focused interpretation and risk alerts aligned with the company's business development direction. In case of significant legal and regulatory changes, special reports will be made to the management. Additionally, the company enhances the compliance and operational risk management efforts for new business and products.

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Continuous capacity building 2.3.4

The company focuses on building internal risk management capabilities and continuously conducts training related to risk management. Multiple measures are taken to promote the establishment of a risk management culture. During the reporting period, the company carried out over 50 risk management training and advocacy sessions for specific groups, management personnel, and all employees. The training and advocacy content covered IT risks, compliance risks, operational risks, and reputation risks, among others, addressing specific and diverse management scenarios such as data security, personal information protection, terminal security, IT operations management, anti-money laundering, third-party partner management, and social media management.
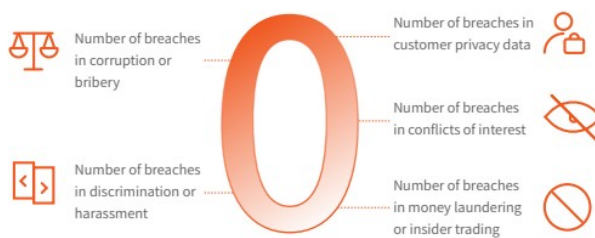

On-site Risk Training and Advocacy Activity at OneConnect Programmer's Day

▶ Business ethics 2.4

OneConnect has always committed itself to upholding excellent business ethics, consistently adhering to ethical standards in its business operations. The company keeps abreast of the latest international and domestic policies and regulations, establishing internal business ethics management policies and norms to ensure that it does not engage in corruption, undermine the fairness of business competition, or disrupt the financial order.

The Board is responsible for overseeing the implementation of the company's business ethics-related policies and norms, with all management members fulfilling their obligations to thoroughly review and discuss the ethics and compliance of business decisions. The Audit Committee of the Board regularly meets with the internal audit team to discuss internal audit work, including anti-corruption efforts. The internal audit team regularly reports audit results to the Audit Committee.

Key Performance

Number of breaches in corruption or bribery

Number of breaches in discrimination or harassment

0

Number of breaches in customer privacy data

Number of breaches in conflicts of interest

Number of breaches in money laundering or insider trading

Anti-corruption and anti-bribery 2.4.1

OneConnect is committed to creating a clean and transparent business environment, regulating the business conduct of all directors and employees, ensuring a good working culture, and enhancing business ethics. The company fully complies with the provisions and the spirit of all applicable anti-corruption laws, including the *U.S. Foreign Corrupt Practices Act* ("FCPA"), and the anti-corruption laws of the People's Republic of China, and has issued and implemented a series of policies, such as the *Anti-corruption Compliance Policy* and the *Code of Business Conduct and Ethics*, which require directors and employees to always adhere to ethical standards in business practices. The company strictly prohibits engaging in or tolerating bribery or any other form of corruption, and has imposed policies that prohibit from offering, promising, authorizing, receiving, or giving money or anything of value to "Influential Outside Persons" or any other person or entity to secure any improper advantage, or to obtain, direct, or retain business for the company. The company's internal personnel are also prohibited from offering, promising, authorizing, giving money or anything of value to an outside entity in order to secure any improper advantage, or to obtain, direct or retain business for the company.

The company attaches importance to the cultivation of employees' awareness of business ethics and continues to make efforts in the training and promotion of employees' business ethics. As of the end of the reporting period, the company conducted 13 anti-corruption/integrity culture-related training sessions for all employees, with a training coverage rate of 100%. Throughout the year, the company did not have any litigation cases involving corruption and bribery. The company places great importance on anti-corruption and anti-bribery risk management for suppliers and partners, and has include binding clauses related to business ethics in the contract with suppliers. The legal and compliance risk management team is responsible for internal controls such as the admission and early warning of cooperative channels. During the reporting period, the company worked with business departments to complete follow-up visits to 49 cooperative channels, ensuring compliance with business regulations.

Key Performance

Number of anti-corruption/integrity culture-related compliance training sessions during the reporting period

13

Coverage rate of anti-corruption/integrity culture-related compliance training (including company directors and employees)

100%

Supplier anti-corruption policy coverage rate

100%

Frequency of business ethics audits

7 times/year

Case | "Zero Tolerance" Special Action

In 2024, OneConnect launched the "Zero Tolerance" special action in accordance with Ping An Group's requirements and established a special action team. The "Zero Tolerance" special action team focused on areas prone to violations of discipline and law, based on the Group's annual work priorities and regulatory requirements. Through the preparation of case notifications, the team promoted lessons learned and facilitated governance improvements. The company explored a model combining "warning education + system advocacy + self-inspection and self-correction" to guide business teams in self-assessment and self-correction, helping to build a scientific and standardized system framework. The special action included integrity education, promoting anti-corruption, data security, and relevant company regulations. Actual violation cases from work processes such as working hour management violations, accounts receivable management violations, settlement management violations, contract management violations, sensitive information violations, and marketing channel management violations were presented through case advocacy. Through continuous education and training, the company guided employees to learn, understand, and comply with the discipline, and integrate integrity and self-discipline awareness, thereby fostering proactive momentum and maintaining integrity.

Themed Poster of "Uphold Integrity and Stay Within Boundaries, While Sounding the Alarm Against Corruption and Bribery"

Anti-money laundering, anti-monopoly, and anti-unfair competition 2.4.2

OneConnect strictly adheres to laws and regulations such as the Anti-Monopoly Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, the Anti-Money Laundering Law of the People's Republic of China, the Anti-Terrorism Law of the People's Republic of China, and the Notice of the People's Bank of China on Implementing Relevant Resolutions of the United Nations Security Council, following the principles of fairness, legality, and honesty to oprate in compliance with regulations, compete fairly and orderly and maintain order consciously. The company continuously strengthens its assessment of anti-monopoly and anti-unfair competition, rigorously reviews the legality and compliance of investment, mergers, acquisitions, and other transaction activities, and discloses information as required.

To optimize the anti-money laundering and sanctions compliance management mechanisms, OneConnect integrates domestic and international laws, regulations, and regulatory requirements to establish a comprehensive anti-money laundering and sanctions compliance management system. The company has developed a solid anti-money laundering framework, including the *Anti-Money Laundering and Penalties List Monitoring Management Measures* and the *Anti-Money Laundering and Anti-Terrorist Financing Internal Audit Working System*, improving anti-money laundering processes, supervising, and reviewing compliance management of business lines and subsidiaries both domestically and abroad, enhancing the performance of anti-money laundering duties. Additionally, the company has included anti-money laundering clauses in all procurement contracts with suppliers, requiring them to strictly comply with these provisions.

In 2024, the company was not involved in the investigations related to money laundering disputes, nor did it face litigation or penalties due to suspected monopolistic practices or unfair competition.

Whistleblower procedures and protection 2.4.3

OneConnect actively welcomes opinions from all parties, providing communication channels for feedback to effectively safeguard the company's overall interests. The company has established the *Management System for Petition Work* and *Rewards of Whistleblowing*, encouraging lawful reporting of actions detrimental to the company's reputation and customer interests while standardizing reporting procedures.

Anyone can report illegal or regulatory violations of units or individuals to the company through email, letters, phone calls, and visits. The company has established dedicated emails, address, and phone number for integrity-related reports and whistleblowing, handled by specialized personnel responsible for accepting, reviewing, initiating investigations, and managing whistleblower rewards. The internal audit team serves as the coordinating department for the company's complaint work, overseeing the specific complaint tasks. Based on the investigation and the company's policies, the team handles reported issues. For complaints that reflect clues of violations or disciplinary issues, if the investigation confirms the validity of the complaints, the accused individuals will be penalized according to the severity of the violation. If criminal behavior is identified, the case will be referred to the public security and judicial authorities for legal processing.

Email addresses for complaint reporting

dept_jryztjhjcb@ocft.com
PUB_YZTXFJB@ocft.com

The company encourages whistleblowers to report illegal or non-compliant activities and offers corresponding rewards. Reports can be made under the whistleblower's real name, specifying the subject and matter of the report, along with truthful and reliable content and evidence. If the reported issue, content, and evidence are found to be truthful and reliable, were not known or disclosed by public security, judicial, or regulatory bodies, the media, or the company, and are verified to be true with potential to recover losses or significantly contribute to the standardization of the company's day-to-day operations, the company will evaluate the report based on the nature and severity of the reported violation and the role played by the clues and evidence as provided by whistleblower in the investigation, and reward the whistleblower accordingly.

The company is committed to protecting the legitimate rights and interests of whistleblowers and ensures the highest level of confidentiality and security for their identities. During the handling of reports, the company strictly prohibits the disclosure of whistleblower information and report content to the reported parties or unrelated individuals and ensures proper safeguarding of the reporting materials. Relevant personnel of the company are prohibited from privately excerpting, copying, withholding, or destruction of whistleblower materials. For anonymous whistleblower materials, except when necessary for legal investigation, unauthorized verification or authentication is not allowed. Actions that may disclose the identity of the whistleblower or the content of the report are prohibited.

Personnel responsible for handling whistleblowing cases will be disciplined based on the severity of the situation if any of the following circumstances occur; if criminal activity is suspected, the company will refer the case to the relevant authorities for legal accountability:

- (1) Disclosing the whistleblower's identity, report content, or reward information to external parties without the whistleblower's consent, or in violation of relevant laws, regulations, or special circumstances allowed by regulatory provisions;

- (2) Handling the whistleblower or the report in a perfunctory manner, failing to seriously verify and investigate the matter;

- (3) Alerting the accused person, aiding them in evading investigation and penalties.

03

Social -
Ecological Win-Win

▶ Customer first 3.1

Data security and privacy protection 3.1.1

Standardized Information Security and Data Security Systems

OneConnect strictly adheres to relevant laws and regulations such as the *Cyber Security Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, and Hong Kong's *Personal Data (Privacy) Ordinance*. The company places a high priority on safeguarding user information security. It has established an information and data security system, which applies to OneConnect and its subsidiaries and controlled companies. This system includes 24 management regulations, providing institutional support for information security, data security, and privacy protection.

OneConnect Information and Data Security System

1. Risk Assessment Management Measures
2. Information Security Organizational Management Measures
3. Human Resources Security Management Measures
4. Information Asset Security Management Measures
5. Data Management Policy
6. Data Classification and Grading Standards
7. Data Standards Management Measures
8. Cross-border Data Transfer Management Measures

9. Data Model Management Measures
10. Data Lifecycle Management Measures
11. Data Quality Management Measures
12. Foreign Data Management Measures
13. External Data Exchange Security Management Measures
14. Access Control Management Measures
15. Data Security Management Measures
16. Key Management Measures

17. Physical and Environmental Security Management Measures
18. Operational Security Management Measures
19. Network Security Management Measures
20. Information System Acquisition, Development, and Maintenance Security Management Measures
21. Supplier Security Management Measures
22. Information Security Incident Management Measures
23. Data Security Incident Management Measures
24. Legal and Regulatory Compliance Management Measures

In 2024, OneConnect enhanced terminal management and optimized four key systems: the *Terminal Security Control Rules*, the *Desktop Terminal Standardization and Patch Management Rules*, the *Computer Antivirus Upgrade Guide*, and the *Office Network Security Access Guidelines*. These efforts were aimed at reinforcing security awareness and standardizing employee information security behavior. Additionally, the *Company Computer Resource Usage Manual* was introduced. In compliance with the *Regulatory Measures for Information Technology Outsourcing Risks in Banking and Insurance Institutions ([2021] No. 141)* issued by the China Banking and Insurance Regulatory Commission ("CBIRC"), the *IT Outsourcing Service Risk Management Rules for Banking and Insurance Institutions* was updated. Following the *Policy Management Measures ([2024] No. 5)* of OneConnect, the names of the policy documents were updated, with secondary regulations uniformly referred to as "***** Measures" and tertiary regulations standardized as "*** Management Rules", "*** Guidelines", or "*** Manual" based on their respective functions to align with company standards. In accordance with the *Personal Information Protection Law*, the *Personal Information Security Impact Assessment Rules* was revised. This culminated in the formulation of 2 strategy documents, 18 management measures, 45 management rules, technical guidelines, and usage manuals, and 40 security baselines. In total, 105 information security management policies have been established. The company continues to optimize its security policies, establishing mechanisms for personal information security impact assessments, data classification and grading, and cross-border data transfer. It has also conducted a comprehensive inventory of the company's data assets, sorted out and developed data compliance storage strategies, and implemented them to strengthen the compliance framework that meets the 3 major security standards. During the reporting period, the company successfully completed the data classification and grading for production data and deployed a data traceability system to monitor business data flows, effectively mitigating the risk of data leakage.

Case | Personal Information Protection

OneConnect has developed a set of policies and documents, such as the *Personal Information Compliance Management Measures* and the *Personal Information Security Impact Assessment Regulations*, applicable to the entire company and all its subsidiaries. These documents clearly define the responsible departments for personal information protection and their responsibilities. They provide clear guidelines on the basic principles of personal information protection, authorization and consent of the data subject, personal information storage, usage, entrusted processing, authorized processing, sharing and transfer, destruction and deletion, appeals and complaints, as well as the requirements for managing the cross-border transfer of personal information, response time to security incidents, and the principles for personal information security assessment and auditing. These measures ensure the protection of personal information, guaranteeing the compliance, confidentiality, availability, and integrity of the data.

The company continuously strengthens the network and data security management of third-party partners. In accordance with relevant regulations and customer requirements, the company has implemented various data and network security management measures, enhanced risk assessment, and improved emergency response capabilities for security incidents. In terms of data security, the company has strictly handled personal and corporate confidential information in accordance with contractual requirements, ensuring proper data isolation. Third-party partners are prohibited from accessing customer data without written permission from the customer. Upon the termination of cooperation, data is promptly transferred and local copies are deleted as per the customer's request. For technical protection, the company has employed complementary technical measures to prevent data breaches, strengthen boundary protection, and ensure the security of data transmissions. Additionally, the company has established isolated firewalls and avoided transmitting data through insecure channels such as instant messaging, cloud-storage services, and internet email services.

Departments and employees who violate personal information protection regulations will be penalized in accordance with the *Red, Yellow, and Blue Card Penalty System* and the *Employee Violation Behavior Handling Execution Standard*. Moreover, the company has established relevant customer privacy protection policies for its products and services, clearly specifying how it collects, stores, protects, uses, and shares customer personal information, as well as the rights customers have to manage their personal information. For example, Ping An Financial Cloud has issued the *Ping An Financial Cloud Privacy Policy*.

Strengthening Information and Data Security Organizational Support

To further enhance information and data security, the company has set up the Information Security Committee and the Data Security Management Committee under the Risk Management Executive Committee. Each committee has a chairperson, deputy chairpersons, and an executive secretariat. Internally, the company has defined departments and responsible individuals for network security, data security, and personal information protection, ensuring the implementation of security protection responsibilities and the enforcement of management policies and operational procedures.

The OneConnect Information Security Committee is the professional management body for the company's information security work. It is chaired by the company's Chief Technology Officer ("CTO"), with the heads of business departments, overseas institutions, and network security, data security, and personal information protection serving as deputy chairs. The IT Support Center's IT management team security group serves as the executive secretariat.

The committee's management responsibilities include:

a)	b)	c)	d)	e)
Formulating the development direction for information security work;	Making overall decisions on the company's information security efforts;	Reviewing the company's overall information security risks;	Supervising the effective and continuous implementation of information security control measures throughout the company;	Approving significant changes to information security policies, strategies, and standards.

The OneConnect Data Security Management Committee is the highest decision-making body for the company's data security management work. The committee's management responsibilities include:

a)	b)
Supervising the company's data security management efforts;	Reviewing data security management related systems and regulations.
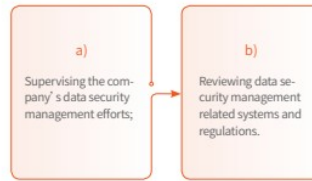
The company has established a three-tier organizational structure for data security management: The first tier is the decision-making level, led by the Data Security Management Committee; the second tier is the management and coordination level, composed of the Information Security Team, responsible for the overall organization and coordination of data security management; the third tier is the execution level, consisting of the Data Security Execution Group, which includes the data security management roles of the company's Information Security Team and the data security execution roles across various departments.

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Enhancing the Information and Data Security Management System

The company establishes information security and data security management systems, implementing a series of unified information security and data security management-related regulations internally. The execution of the company's information security and data security-related work is guided by these regulations and other information security management system documents, with all employees required to diligently implement and execute the management system. Information security regulations comprise 4 categories: information security policies, strategies, management measures, and implementation rules:

01

Information security policies represent the company management's commitment to and requirements for protecting information assets

02

Information security strategies establish the principles and directions for information security protection

03

Information security management measures detail the standard requirements for various information security management areas

04

Information security implementation rules elaborate on the specific requirements for implementing information security standards, typically applied to IT systems such as platforms, operating systems, application systems, network devices, and transmission

Annually, the company conducts third-party security assessments, with key systems passing cybersecurity-level protection evaluations.

During the reporting period, the company successfully passed the re-certification audits for ISO 9001 Quality Management System Certification, ISO 20000 Information Technology Service Management System Certification, ISO 22301 Business Continuity Management System Certification, ISO 27001 Information Security Management System Certification, and ISO 27701 Privacy Information Management System Certification, continuously enhancing and improving its information security management practices.

ISO 9001 Quality Management System Certification

ISO 20000 Information Technology Service Management System Certification

Annually, the company conducts third-party security assessments, with key systems passing cybersecurity-level protection evaluations.

OneConnect Financial Technology Co. Ltd.

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Appendix

ISO 22301 Business Continuity Management System Certification

ISO 27001 Information Security Management System Certification

ISO 27701 Privacy Information Management System Certification

In addition, the company conducts monthly and quarterly self-assessments of information security vulnerabilities and risks, continuously improving network and data security capabilities while regularly identifying potential information security issues. All identified vulnerabilities are recorded in the Vulnerability Management System ("VMS"), and terminal risks are documented in the employee risk dashboard. All identified vulnerabilities are handled and tracked by the dedicated information security personnel. In 2024, the company conducted 1 data security audit, with no data security-related vulnerabilities found.

Enhancing Information Security Emergency Response Capabilities

In terms of information security monitoring and emergency handling, the company has developed the *Emergency Response Plan for Major Information Systems*, various types of emergency response plans, and comprehensive processing procedures and mechanisms. Regular emergency security drills are conducted for all systems operated by OneConnect to address potential emergencies during operation or handling processes. These drills enhance the capability to monitor and respond to security incidents like hacker intrusions, improving the emergency handling capacity for sudden incidents across all systems, reducing system downtime, ensuring business continuity, and minimizing business losses.

Case | Information Security Emergency Drill

During the reporting period, the OneConnect security team conducted 4 security emergency drills, with a total of 100 participants. These drills primarily focused on response to emergencies such as ransomware attacks, cryptojacking trojans, and phishing email-linked account anomalies, effectively enhancing the detection capabilities of the company's defense systems against viruses and malicious code, optimizing the reporting procedures for attack incidents, strengthening the handling methods for such incidents, and improving the company's protective measures. Additionally, these drills enabled server administrators to better identify abnormal processes.

The OneConnect security team conducted

4 security emergency drills,

with a total of

100 participants

Conducting Information and Data Security Training

To fully strengthen employees' awareness of information security and privacy protection and improve information security protection capabilities, the company regularly conducts information security-related advocacy and training for employees. In 2024, the company conducted 40 training sessions on data security and customer privacy protection for all employees, with 5,000 participants. The training focused on promoting the company's management regulations (e.g., *Network Data Security Management Regulations*, *Information Security Management System Policy* (*2024 Edition*)), personal information protection, application system data security protection, and other common information security issues and their handling methods. The information security-related promotion and training for this year aimed to communicate information security compliance requirements and the company's information security management standards to all employees, temporary staff, and third-party personnel. The sessions also aimed to spread basic knowledge of network security, data security, and personal privacy protection, ensuring that employees and related personnel are equipped to effectively implement emergency protection measures and coordination mechanisms in the event of unexpected information security incidents, thereby establishing an effective line of defense in information security.

Strengthening IT Security Management

In 2024, the company further strengthened IT security management. In terms of IT physical asset security management, the company updated and revised the *IT Physical Asset Management System*, implementing a management mechanism of "unified planning, centralized management, tiered responsibility, and individual accountability". The management of IT physical assets carried out based on the 3 elements of "people, storage, and items" has further improved the lifecycle management of IT physical assets and enhanced the level of IT physical asset management.

Key Performance

During the reporting period, the company conducted **40** training sessions on information security and customer privacy protection.

Product innovation and innovation management 3.1.2

Product Innovation Leading Digital Transformation

OneConnect adheres to the business philosophy of "value, win-win, and high-quality development", accelerating the iterative upgrades powered by Ping An Group and the company's proprietary technologies, focusing resources on creating products and solutions that meet the digital transformation needs of financial institutions. In 2024, the company strengthened both business layout and technological innovation, and emphasized key areas such as digital banking, digital insurance, and the Gamma Platform, continually launching more efficient and intelligent solutions to support financial institutions in accelerating their digital transformation and high-quality development.

Significant Results in Digital Banking Transformation

OneConnect continues to drive innovations in digital credit and intelligent services, helping financial institutions achieve digital transformation and efficient operations. During the digital transformation process, banks face challenges such as substantial system investments, low operational efficiency, product homogenization, and talent shortages, necessitating external technological support to improve quality and efficiency. In November 2024, OneConnect, in partnership with Yangtze Delta Region Institute of Tsinghua University, Zhejiang, won the "Jin Xin Tong" award for the most scalable and beneficial case for the "Smart Bank One-Stop AI Platform". This platform can handle 500 million transactions per day with a processing capacity of 20,000 transactions per second ("TPS"). Through AI technology, it automates core business processes, reducing the error rate to below 1%, and significantly improving efficiency and accuracy. Additionally, the platform supports customer data integration and fast business launch via an intelligent customer management system and open APIs, reducing annual operating costs per account to below RMB 1, effectively lowering operating costs.

In the same month, OneConnect's smart voice application service & sales robot solution was awarded "2024 Banker's Outstanding FinTech Innovation Cases of the Year". This innovative solution integrates AI technology and personalized strategy models to precisely capture customer behaviors and intervene automatically at key points, assisting financial institutions in shifting from "passive service" to "active operations", significantly enhancing marketing efficiency and service quality. This once again demonstrated OneConnect's technological strength and practical achievements in the FinTech field.

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Successful Overseas Expansion of Digital Life Insurance

OneConnect's Digital Life Insurance solution fully leverages the company's leading technology and innovative philosophy in digital finance, along with Ping An Group's brand influence and experience in the digital transformation of life insurance. Through the "All-Powerful Agent" solution, the company addresses pain points such as low agent recruitment efficiency and fragmented customer management using AI, data governance, and automatic speech recognition ("ASR") technologies, achieving 95% online service delivery and increasing customer acquisition efficiency by 20%. The product innovation, tailored to the needs of emerging markets, has successfully launched its seventh-phase project in South Africa, driving the digital transformation of life insurance agents and supporting the high-quality development of the global insurance industry. In the future, Digital Insurance will continue to focus on cutting-edge technologies such as AI and big data, further advancing digital finance and providing smarter, more convenient financial services for customers.

Smart Gamma Platform Upgraded Again

The Smart Gamma Platform, relying on Ping An Group's rich experience in financial risk management, integrates advanced AI technologies such as visual recognition, ASR, and text-to-speech ("TTS"), enhancing core features such as intelligent face-to-face review, DaaS open data platform, and intelligent quality inspection systems. These capabilities assist financial institutions in accelerating digital transformation across multiple dimensions. The intelligent face-to-face review system, supported by a multimodal anti-fraud engine, enables real-time remote liveness detection, real-person comparison, and black-background analysis. It flexibly integrates with business systems, effectively addressing high-risk scenarios such as remote account opening and loan approval, significantly reducing fraud risks. The DaaS open data platform provides financial institutions and large enterprises with lifecycle data management and comprehensive operational control capabilities, helping customers achieve strategic goals such as "foreseeing, deciding, and acting first", improving data utilization efficiency and decision-making quality. Moreover, the intelligent quality inspection system, using natural language processing ("NLP") and emotion recognition technologies, supports full automation of quality inspections, greatly enhancing efficiency, and reducing labor costs and compliance risks, while empowering business operations and decisions through in-depth data analysis.

Through these technological innovations, the Smart Gamma Platform has successfully provided efficient, secure, and scalable digital solutions for the financial industry, helping businesses achieve both compliance and value in their digital transformation while injecting new vitality into the industry's future development.

Strengthening Innovation Management

As a Technology-as-a-Service provider for financial institutions, OneConnect places great emphasis on innovation management, combining advanced technology with financial services to help customers improve efficiency, enhance services, reduce costs, and minimize risks, thereby achieving digital transformation. The company continually enhances its competitiveness in innovation through open innovation, product innovation, and procedural innovation, promoting sustainable development both within the company and the industry.

OneConnect is committed to promoting open innovation. In 2024, continuous breakthroughs were made in digital marketing and digital compliance and risk control, driving the intelligent upgrade of financial services. In marketing, the service & sales robot innovation integrates AI technology to enhance banking service and marketing efficiency through precise strategy models. In the field of compliance and risk control, multiple digital certification review systems and economic capital products have achieved a refined upgrade in capital management, significantly improving risk management capabilities. Furthermore, the upgrade of the Gamma Platform has further strengthened data compliance and management capabilities, helping optimize credit services for small and medium-sized enterprises. Through technological empowerment, OneConnect continues to reinforce innovation management, aiming to provide financial institutions with high-quality, innovative solutions.

During the reporting period, the company focused on 3 areas of standardization: Product standardization, marketing standardization, and delivery standardization. This approach aims at "managing the process well, guarding the cost, consolidating the delivery and empowerment, and setting up benchmark customers".

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Customer service and quality assurance 3.1.3

OneConnect always adheres to a customer-centric philosophy and is committed to continuously improving the customer service and quality assurance system. The company values customer feedback, paying close attention to their demands, suggestions, and comments to ensure services meet their expectations. OneConnect conducts customer satisfaction surveys and quality tracking, consistently monitoring feedback on product and service quality. Through regular customer service training, the company continues to optimize service procedures to improve service quality, thereby enhancing customer loyalty and trust.

2024 Targets	Annual progress	Targets achievement
Strategic customer satisfaction ≥ 4 points	4.72 points	100% achieved ⊘
External complaints ≤ 100 cases	5	100% achieved ⊘
Complaint resolution rate = 100%	100%	100% achieved ⊘

Service Quality Assurance

To guarantee customer service quality and effective quality management of service teams, OneConnect has issued system documents such as the *Service Quality Management Standards* and the *B-End Customer Service Management Measures*. It has also introduced the *Short Message Complaint Management Measures* in 2024, which regulates customer inquiry responses and complaint handling. The company's business team actively responds to customer needs, ensures smooth communication channels, and promptly develops work plans to address customer requests, safeguarding service delivery quality and enhancing customer service standards. For customer feedback and complaints, the company requires relevant departments and responsible personnel to conduct investigations based on the principles of equality, objectivity, and fairness, while strictly protecting complainants' personal information to ensure a 100% response and resolution rate. For major complaints or group incidents, the customer service team collaborates with the Administration Department, Audit Department, Legal and Compliance Department, and Branding and Communications Department to form a cross-departmental task force for resolution, with reports submitted to the Group's Consumer Protection Committee. In case of a major customer complaint triggering the company's emergency response plan, relevant departments and personnel shall follow the procedures outlined in the *General Emergency Response Plan*. During the reporting period, the company recorded 5 new customer complaints, achieving a 100% resolution rate.

Key Performance

Number of new customer complaints against the company	Customer complaint resolution rate
5	**100**%

Service Quality Tracking

To further improve service quality and customer satisfaction and ensure timely and effective communication and feedback in case of problems encountered by customers, OneConnect optimized its customer feedback channels and expanded the coverage of satisfaction surveys. In 2024, the company introduced a "Project Health Monitoring" system in addition to the existing 400 service hotline, online customer service, after-sales follow-up, and questionnaire surveys. This system dynamically monitors project service indicators and conducts timely follow-ups and issues early warnings for projects with abnormal health status, supervising and tracking business progress until the problems are fully resolved.

OneConnect 's Customer Service and Quality Assurance System

Customer Service Team

The customer service team is divided into the Project Delivery Service Team and the Back-office Support Service Team.

Project Delivery Service Team: Frontline personnel who directly serve customers.

Back-office Support Service Team: Maintenance/operations service personnel and hotline service personnel.

Currently, customer service primarily focuses on the project delivery with back-office support playing a secondary role. At the same time, the Back-office Support Service Team supervises and regulates frontline services through service management systems, complaint hotlines (passive means), and satisfaction surveys (active means), ensuring standardized service and optimal customer experience.

Customer Service Hotline

OneConnect has established a 400 service hotline (4006065511), web online customer service, and corporate WeChat customer service as service channels.

After-Sales Service Quality Supervision

OneConnect implemented closed-loop control over service quality to gradually improve customer satisfaction through daily management, assessment, customer callbacks, and customer voice resolution.

Customer Service Capability Building

In terms of customer service training, the company has focused on 3 main areas: Business knowledge training, service soft skills training, and routine compliant operations awareness campaigns. The business knowledge training primarily includes Q&A from the Marketing Think Tank documents, pre-launch training for new business and features, and live online courses. The service soft skills training mainly involves analyzing daily call recordings, integrated with ongoing learning. The routine compliant operations awareness campaigns focus on learning and discussing relevant compliance and security materials. To further enhance the service awareness and complaint-handling capabilities of project personnel, in 2024, the company conducted drills on group complaint risk events. The drills focused on analyzing the causes and impacts of potential group litigation cases, and developed corresponding response plans. Additionally, to improve customer communication and service abilities, the company implemented monthly call recording sharing and training sessions for customer service staff throughout the year.

As of the end of the reporting period, the company's customer satisfaction score was 4.72 out of 5. The company received 5 complaints, all of which were resolved, with a 100% resolution rate. Both phone and online service satisfaction rates were 100%.

Key Performance

Online service satisfaction rate
100%

Phone service satisfaction rate
100%

▶ People-oriented management 3.2

Compliant employment 3.2.1

OneConnect strictly adheres to laws and regulations such as the *Civil Code of the People's Republic of China*, the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Social Insurance Law of the People's Republic of China*, the *Minimum Wage Regulations*, the *Regulations on Work-Related Injury Insurances*, and the *Regulations on Labor Security Supervision*, as well as the *Employment Ordinance of Hong Kong*. Based on Ping An Group's recruitment system and considering the company's specific circumstances, One-Connect has continuously improved its recruitment system.

Legal and Fair Employment

OneConnect adheres to legal employment practices and employs multiple measures to verify employee identity information, ensuring a strict prohibition on the employment of child labor and opposing forced labor. The company upholds fair employment practices and has implemented internal policies such as the *Red, Yellow, and Blue Card Penalty System (2023 Edition)*, the *Employee Handbook (2019 Edition)*, and the *OneConnect Recruitment Management Manual (2024 Edition)*. These policies ensure that candidates are not discriminated against based on gender, ethnicity, religious beliefs, appearance, age, marital and parental status, place of origin, nationality, or health status. The company also prohibits any discriminatory behavior during the recruitment process and guarantees that job titles published externally align with industry standards and are not exaggerated. The company respects and protects the legitimate rights and interests of employees, signing labor contracts in accordance with the law. Work hours, leave time (such as parental leave, public service leave, etc.), and overtime management are subject to the company's *Attendance and Leave Management System (2023 Edition)*. Employee compensation is determined according to the *Compensation Management System (2024 Edition)* and is paid on time and in full. Additionally, the company legally provides social security for employees, offers benefits, and includes clauses against workplace sexual harassment and corresponding disciplinary measures for violations in the employee handbook, creating an equal, comfortable, non-discriminatory, diverse and inclusive workplace environment.

Transparent Recruitment Procedures

The human resources ("HR") department conducts annual HR planning, targeting specific positions for replenishment based on the plan. In terms of external recruitment, the company has established diverse recruitment channels, including the company's official website, recruitment platform websites, headhunters, and external supplier recommendations. Suitable candidates from various channels are selected for multiple rounds of interviews to comprehensively assess their fit for the position, with the most suitable candidates hired eventually. In terms of internal recruitment, the company has opened an internal application channel. Since 2022, OneConnect's "Living Water Plan" has served as a key channel to promote internal talent mobility. An internal recruitment platform targeting all employees has been established, with the HR team publishing job openings to all employees on a weekly basis. Eligible employees interested in a transfer can apply through the platform. This platform helps stimulate organizational vitality and optimize talent allocation. For emerging business roles, the company prioritizes identifying, matching, and deploying highly adaptable, multi-skilled talent who best fits the job requirements.

Talent Pool Development

In talent planning and reserve, OneConnect continuously injects fresh talent, building a youthful team. The company has developed a comprehensive campus recruitment plan, standardizing the management of the entire recruitment process from pre- to post-recruitment. Special attention is paid to avoiding discrimination during the recruitment process, and discriminatory information such as gender, age, universities (Double First Class/985/211, prestigious universities, etc.), learning methods (full-time and part-time), shall not be included in external publicity. Personal privacy questions shall not be asked during interviews. Additionally, the company has developed systematic pre-employment management (including internship plans) and onboarding training plans to help recent graduates quickly understand and integrate into the company, clarifying future career development paths. In the second half of 2024, the company conducted its autumn campus recruitment, offering internship, integration, and pre-job training opportunities for fresh graduates. This aims to help graduates better transition from students to professionals in the workplace.

In 2024, the company actively engaged in both social recruitment and campus recruitment to reserve and attract talented individuals, strengthen the company's development pipeline, and contribute to social employment. As of the end of 2024, the total number of employees in the company amounted to 1,937, comprising 1,279 male employees and 667 female employees. The total number of new employee hires (excluding internal transfers) was 505, with internal recruitment accounting for 21.07% of the total. The average cost per hire was RMB 7,963.69.

Key Performance

Female employees
667

Male employees
1,279

Total number of employees of the company
1,937

Total number of new employees hired
505

Percentage of internal hires
21.07%

Average recruitment cost per full-time employee
RMB **7,963.69**

Proportion of female members of the management [1] (including Junior, Middle, and Senior Management) **26.7**%

Proportion of female members of the Senior Management **16**%

Proportion of female members of the Junior Management **29**%

Proportion of female members of the management in revenue-generating functions [2] (e.g., sales) **32.5**%

Proportion of female employees in STEM-related positions [3] **32**%

Proportion of minority employees in the management **5**%

Notes
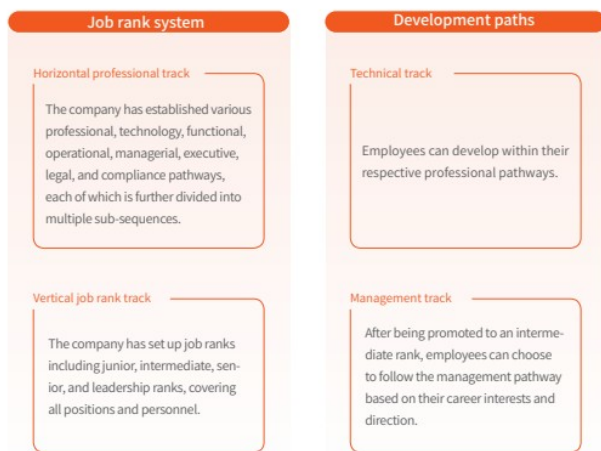(1) Management positions refer to supervisors, directors, deputy directors, department managers/deputy managers, general managers, deputy general managers, and persons in charge.
(2) Revenue-generating functions refer to sales, business, pre-sales, solutions, and market development functions.
(3) Personnel in STEM-related positions refer to personnel whose functional sequence is technology, functional sequence.

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Talent development and cultivation 3.2.2

OneConnect places great emphasis on talent development and cultivation, providing employees with abundant training opportunities, a sound promotion mechanism, and ample financial support in accordance with the *Training Management Measures (2023 Edition)* and *Employee Education Fund Management Measures (2023 Edition)*.

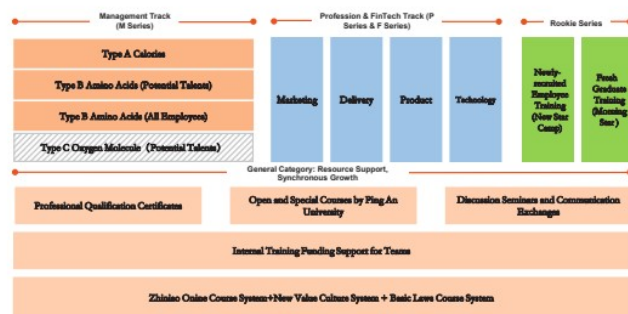### Employee Career Development System

OneConnect has established a relatively comprehensive employee career development system, which includes a job rank system and development paths, providing employees with clear career advancement channels and more career development opportunities.

Job rank system	Development paths
Horizontal professional track	**Technical track**
The company has established various professional, technology, functional, operational, managerial, executive, legal, and compliance pathways, each of which is further divided into multiple sub-sequences.	Employees can develop within their respective professional pathways.
Vertical job rank track	**Management track**
The company has set up job ranks including junior, intermediate, senior, and leadership ranks, covering all positions and personnel.	After being promoted to an intermediate rank, employees can choose to follow the management pathway based on their career interests and direction.

Employee Training System

Guided by the company's strategic objectives, OneConnect has established the "Marathon Training System" that focuses on core business needs and talent development. This system accompanies each "One" family member's growth by offering various leadership training programs at different levels (such as the Calorie Program, Amino Acid Program, and Oxygen Molecule Program), as well as training programs focused on enhancing professional skills in products, R&D, delivery, and sales.

2024 OneConnect Training System at a Glance

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Marathon Training System

Leadership development program	Program overview	2024 Training content	Training frequency
Senior Management - Types O and A Calories	With the goal of activating the vitality and combat effectiveness of the leadership team, we focus on mindset transformation, breakthrough innovation, and the enhancement of strategic vision. This is achieved through quarterly intensive learning sessions and irregular business seminars (training through meetings), which aim to fully empower Types O and A leaders.	We conducted training sessions such as Executive Questioning Skills: Socratic Method, Growth Mindset, Banking Digital Transformation Training, and Revolutionary Tour to Gutian to help middle and senior-level leaders transform their thinking and shift toward an entrepreneurial mindset.	Quarterly
Middle Management - Type B Amino Acids	With the goal of building high-performance teams and energizing the vitality and combat effectiveness of cadre groups, we focus on enhancing capabilities in team management, performance management, coaching and mentoring, and business acumen. Through various forms such as course learning, case studies, flipped classrooms, and situational exercises, comprehensive empowerment is provided for Type B cadres.	We organized an intensive training course titled Embracing Change: From Self-Awareness to Self-Breakthrough to help grassroots leaders enhance their self-awareness.	Irregular
Grassroots - Types C and D Oxygen Molecules	With the goal of improving employees' learning and growth, consolidating the basic abilities of all employees, and creating a good learning atmosphere in the company, we make use of the introduction of Zhiniao, university and external high-quality courses, focusing on the improvement of general basic abilities, such as office skills, thinking awareness, and communication skills, and comprehensively empowering the employees in Types C and D through online and offline activities and a variety of workshops.	For Type C employees (including new hires), we organized offline training sessions such as Five-Star Actionability, POA Innovative Thinking, Winning Communication and Effective Work Reporting, as well as courses on project management and AI learning workshops. In addition, we offered a variety of online courses to improve employees' office efficiency and communication abilities, thereby empowering them in their daily work.	Monthly

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In terms of training formats, the company supports the enhancement of overall employee capabilities and growth through diversified professional qualification certification exams, new employee training, expert lectures, and the online Zhiniao learning platform. The company invites internal and external expert instructors to give lectures and share insights. Training programs, including seminars, interactive exchanges, and hybrid workshops (online and offline), are offered to full-time employees, office staff, and outsourced employees. These initiatives aim to promote the synchronized growth of employees and the company. In 2024, the company organized a total of 27 professional development-related training sessions, and 50 employees obtained or renewed their professional qualification certificates.

The company organized a total of **27** professional development-related training sessions

50 employees obtained or renewed their professional qualification certificates

Employee Development Plan

Plan name	Plan overview	Employee coverage
Types A and B Leadership Mindset Iteration and Development Plan	This plan helps Types A and B leaders develop a growth mindset and positive attitude through continuous empowerment, on-site visits, seminars, and drills. It encourages leaders to face challenges head-on, fosters team resilience, and improves performance.	3% (All Types O and A employees and selected high-potential Type B employees participate)
Technology Personnel Professional Competence Enhancement and Development Plan	This plan helps technology personnel improve their professional abilities and enhance work efficiency by focusing on cutting-edge artificial intelligence-generated content ("AIGC") technology applications, K8S containerization technology promotion, consolidating core skills, and learning from technical approaches.	40% (Participants are primarily technology personnel)

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Data on Career Development Related Training of OneConnect in 2024

Employee category	Coverage percentage (%)	Average training hours (hours/person)	Number of trainees (person)
Male employees	100	30.2	1,270
Female employees	100	31.8	667
Senior employees	100	54.9	32
Intermediate employees	100	27.5	286
Junior employees	100	30.8	1,619

Case | Amino Acid Mindset Breakthrough and Team Management Competency Enhancement Program

In March 2024, the company held a two-day Amino Acid Mindset Breakthrough and Team Management Competency Enhancement Program in Shanghai. This program, part of the Marathon Training System, was conducted through a combination of offline lectures, seminars, and team-building activities. The goal of the program was to help Type B employees improve their management skills and enhance team performance. The training content covered areas such as moving from self-awareness to self-breakthrough and transitioning from mental models to self-positioning and motivation. The aim was to boost employees' proactivity and sense of value, leading teams toward high performance.

Key Performance

Number of career development related trainings conducted

27

Employee training satisfaction score

9.4 out of 10

Employee Performance Appraisal System

OneConnect adopts the key performance indicator-based ("KPI-based") performance appraisal mechanism. Additionally, the company implements a 360-degree appraisal system for Types O, A, and B leaders, supplemented by agile dialogs to improve employee performance. In matters concerning dismissal, the company adheres to fair and just procedures and handles such situations transparently and respectfully, ensuring the protection of employees' legal rights and interests.

Types of Performance Management Evaluations	
KPI performance appraisal	Conduct semi-annual performance appraisal rankings for all employees
360-degree appraisal and evaluation	Conducted with mid-year/year-end performance appraisal for Type O, Type A, and Type B. For Type O and A employees, evaluations are mandatory at the time of probation confirmation and after 90 days of assuming a new role. For Type B leaders, evaluations are conducted as appropriate.
Agile management	At the beginning of each year, the company organizes all employees to develop annual plans based on the overall organizational strategy, business goals, and job responsibilities. Monthly follow-ups are conducted to track goal progress. Supervisors provide feedback, evaluations, and guidance based on employees' performance for the month, and encourage face-to-face coaching sessions between supervisors and employees to correct any deviations. Employees are allowed to adjust their annual plans as necessary based on market conditions, personnel changes, and objective operational situations to ensure that personal performance goals "support the strategy, and are sustainable and challenging".

Frequency: Performance management evaluations are conducted semi-annually, monthly performance tracking executed

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Employee compensation and benefits 3.2.3

To foster the internal drive for sustainable development and establish a competitive compensation system, OneConnect has developed a *Compensation Management System* applicable to all its employees and subsidiaries. This system aligns with the company's long and short-term strategies, business objectives, and corporate culture, leveraging its effect to attract, retain, motivate, and develop outstanding talent.

In 2024, the company continued to refine its compensation and benefits system, comprising basic salary, performance bonuses, position allowances, welfare benefits, and year-end bonuses, focusing compensation resources on core team members and those with significant contributions to maximize the incentive effect of compensation.

The company has established a comprehensive employee compensation, performance, and benefits communication and feedback mechanism. Individual performance goals are set based on annual business targets and assessed regularly, with a final evaluation at year-end. For communication, direct supervisors are encouraged to have face-to-face discussions with employees, covering topics including compensation and benefits, work planning, and feedback on work outcomes. Additionally, the company implements a three-pillar HR model. If communication with the direct supervisor is not smooth, employees can also speak with their Human Resources Business Partner("HRBP"), who will then discuss with the Center of Expertise("COE") to determine the final solution. If employees are dissatisfied with their performance evaluation grade, a dedicated appeals channel is provided within the performance system for employees to lodge complaints and provide feedback.

Regarding benefits, the company offers comprehensive health protection for employees, including medical insurance, accidental injury insurance, life insurance and hospitalization allowances. In terms of major illness assistance, the company provides timely medical aid to employees facing accidental injuries or sudden illnesses, alleviating the economic burden on employees and their families and enhancing their quality of life. Furthermore, the company has established an enterprise annuity plan. For eligible employees, the company sets up a basic contribution plan and a performance reward contribution plan for enterprise annuities, ensuring stable asset growth under a trust management model. This allows employees to increase their retirement income, improve the quality of retirement life, and enjoy the personal income tax deferment benefits of annuity contributions.

Occupational health and safety 3.2.4

The company places high importance on the physical and mental health and safety of its employees, strictly adhering to laws and regulations such as the *Labor Law of the People's Republic of China*, the *Production Safety Law of the People's Republic of China*, and the *Occupational Disease Prevention Law of the People's Republic of China*. It has established and implemented a *Safety and Security Work System* to maintain the company's operational order and ensure the safety of company property and employees. A comfortable and safe working environment is created for employees, along with various safety assurances, to fully protect every employee's health and safety.

Comprehensive health protections are provided for employees, including annual health checkups, mental health counseling, infirmary consultation, and cooling and heating benefits. In 2024, the company purchased social insurance for all employees and supplemented it with commercial insurance to meet employees' multi-level, comprehensive protection needs. The company conducts an annual health check-up program for all employees and provides necessary health clinic services and workplace health exercise guidance to ensure employees' physical and mental well-being. Every quarter, the company provides 1-1.5 hours of training on occupational health and safety-related topics, with a 70% employee participation rate. During the reporting period, there were no work-related deaths. In the future, the company will continue to focus on occupational health and safety, providing more health protection from both physical and mental aspects.

Key Performance

Employee participation rate in occupational health and safety-related trainings

70%

Employee social insurance enrollment rate

100%

Employee health check coverage rate

100%

Employee rights and care 3.2.5

Protection of Rights and Interests of Special Care Groups

The company pays close attention to the protection of rights and interests of special care groups. It provides lactation rooms for female employees, strictly implements statutory maternity leave, and also offers nursing leave, additional rest for pregnant women (an extra hour of rest per day during the last two months of pregnancy), and half-day leave on Women's Day, among other policies. The company organizes various online and offline activities, such as Children's Day family events, and clubs including yoga, dance, and swimming, to promote employee well-being.

Employee Cultural and Thematic Activities

The company protects employees' basic rights and cares for their lives, actively supporting the fulfillment of various employee needs. In 2024, under the theme "Profit Creates Glory, You and I Are the Stars", the company organized a wide range of cultural activities aimed at enhancing communication and cooperation among employees. The company successfully held monthly distinctive brand events such as line-wide celebrations, ONE Walk, 1024 Programmer's Day, and Youth Day (May 4), enriching employees' leisure time and enhancing employee cohesion and sense of belonging. Each year, during the Spring Festival, Women's Day, Dragon Boat Festival, and Mid-Autumn Festival, the company provides festival benefits to employees, creating a positive work-life balance culture.

OneConnect Employee Care Activities

Case | 1024 Programmer's Day

In October 2024, OneConnect organized the "Extremely Popular AI, Leading the Trend" 1024 Programmer's Month event, centered around the theme of AI. Fully embodying the annual philosophy of "Profit Creates Glory, You and I Are the Star"," the event started with solving business challenges and featured a series of activities, including an "AI Programming Challenge", 4 expert technical lectures, an online AI debate and comment activity, and a late-night canteen. This event provided programmers with a festival experience that was both educational, fun, and interactive.

Listening to Employees' Voices

Employees are OneConnect's most valuable assets and the core force driving the company's sustainable development. In 2024, the company launched the "Listening to Voices, Golden Ideas: Promoting High-Quality Company Development" initiative, issuing a questionnaire to all employees. The aim was to comprehensively understand employees' true feelings and expectations regarding strategic alignment, organizational capabilities, team collaboration, external orientation, and employee incentives. A total of 309 responses were received. The survey results showed that employees' average approval rate for the company's strategic alignment, team collaboration, and internal atmosphere exceeded 80%. Through this initiative, the company will continue to listen to employees' voices and feedback, further optimize internal governance mechanisms, prudently assess the practical effects of management measures, and enhance employee satisfaction.

▶ Co-building the industry 3.3

Enhancing supplier management 3.3.1

Based on *Ping An Group's Sustainable Supply Chain Policy*, One-Connect has established a *Procurement Management Method* that adheres to the principles of "integrity, honesty, and transparent procurement". Through highly transparent, responsible procurement processes and supplier management measures, the company establishes cooperative, win-win, and long-term reciprocal relationships with suppliers. In 2024, OneConnect introduced the *Supplier Management Guidelines for Procurement Business*, continuously optimizing procurement services, managing supplier risks, and contributing to the development of a sustainable supply chain.

Supplier ESG Management

Internally, the company incorporates sustainability requirements into supplier admission audits, assessments, process management, and feedback. Special attention is paid to suppliers' performance in environmental protection, employee rights, and risk management among other ESG aspects. A joint inspection team comprising the supplier admission audit team, procurement management team, and user department representatives assesses suppliers, and scoring will be conducted regarding supplier risk management, influencing future cooperation. In 2024, OneConnect conducted admission assessments for 314 suppliers, terminating cooperation with 8 suppliers due to the discovery of abnormal behavior.

Supplier Risk Management

Based on the development of different types of business, OneConnect has structured its risk management process into 4 key steps: Initial admission review, renewal initial review, renewal re-examination, and early warning handling. This progressive, modular, and monitorable process ensures accurate risk identification, with multiple stakeholders involved at each stage. The company manages its suppliers through a dedicated third-party supplier management system ("ITPM"), which serves as an internal platform for the admission approval and management of third-party partners. This system centers on third-party admission and approval, enabling online admission and approval and integrating with various systems (such as procurement and contract management systems). Additionally, it incorporates external data sources to provide timely risk warnings in cases of operational irregularities, severe legal violations, or default by de facto controllers.

Supplier Code of Conduct

In terms of supplier code of conduct, the company has made explicit provisions for suppliers regarding anti-commercial bribery, information security and privacy protection, cyber security, intellectual property protection, and other aspects. Suppliers are required to sign an *Anti-Corruption Compliance Commitment Letter* and actively undertake and practice corporate social responsibility. OneConnect also conducts related advocacy and training for suppliers.