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(Incorporated in Hong Kong with limited liability)

(Stock Code: 86)

CHANGES IN THE COMPOSITION OF THE BOARD AND BOARD COMMITTEES

The board of directors (the “**Board**” or the “**Directors**”) of Sun Hung Kai & Co. Limited (the “**Company**”, together with its subsidiaries, the “**Group**”) announces the following changes to the composition of the Board and the Board committees:

- (1) Ms. Vivian Alexa Kao (“**Ms. Kao**”) retired as an Independent Non-Executive Director of the Company and stepped down as a member of each of the Risk Management Committee and the Environmental, Social and Governance Committee of the Company, with effect from the conclusion of the annual general meeting of the Company held on 27 May 2026 (the “**2026 AGM**”);
- (2) Mr. Simon Chow Wing Charn (“**Mr. Chow**”) retired as a Non-Executive Director of the Company with effect from the conclusion of the 2026 AGM;
- (3) Mr. Roger Sewell Bacon (“**Mr. Bacon**”) has been appointed as an Independent Non-Executive Director of the Company with effect from 28 May 2026;
- (4) Mr. Carlyon John Knight-Evans (“**Mr. Knight-Evans**”) has been appointed as an Independent Non-Executive Director of the Company and a member of the Audit Committee of the Company, with effect from 28 May 2026; and
- (5) Mr. Antony James Edwards (“**Mr. Edwards**”), an Executive Director of the Company, has been appointed as a member of the Executive Committee of the Company with effect from 28 May 2026.

Each of Ms. Kao and Mr. Chow has confirmed that he or she has no disagreement with the Board and is not aware of any matters relating to his or her retirement that need to be brought to the attention of the shareholders of the Company. Details of their retirement were set out in the Company's announcement dated 19 March 2026. The Board would like to express its sincere appreciation to Ms. Kao and Mr. Chow for their invaluable contributions to the Board, the Company and its shareholders during their tenure of service.

Set out below are the biographical details of Mr. Bacon and Mr. Knight-Evans:

Mr. Bacon, aged 55, currently acts as a senior advisor to organisations both within and outside the financial services industry. From 2010 to 2025, he was a senior executive at Citibank, overseeing the investment businesses of the Private Bank for Asia Pacific. Prior to that he held senior roles at Union Bancaire Privée, the Jacob Rothschild organisation, JPMorgan, Jardine Fleming and Robert Fleming both in Asia and Europe. He has extensive experience within the alternative investment and traditional investment arena, overseeing multi-billion dollar cross-asset businesses spanning research, portfolio management, sales, marketing, product development and risk management. He is a registered professional for Types 1, 4 and 9 regulated activities under the Securities and Futures Commission, having previously been an Executive Officer under the HKMA licensing framework. He holds the Certified Private Wealth Professional (CPWP) designation, as well as HKSI Practising and Specialist Certificates in Securities and Asset Management. Mr. Bacon holds a Bachelor of Arts Degree from the University of London and a Master's Degree in Business Administration from the same university. Save as disclosed above, Mr. Bacon did not hold any directorship in any other listed public companies in Hong Kong and overseas during the past three years.

According to the Company's letter of appointment to Mr. Bacon, (i) Mr. Bacon's term of appointment shall continue until terminated by either party giving to the other not less than one month's prior notice in writing. Mr. Bacon is also subject to the provisions on retirement and re-election at the first annual general meeting of the Company after his appointment, and thereafter, subject to retirement by rotation and re-election at least once every three years at the annual general meeting according to the Company's Articles of Association, or any other applicable laws/rules from time to time, whereby a director shall vacate his office; (ii) he is entitled to a Director's fee of HK\$328,876 per annum, payable quarterly in arrears. The remuneration of Mr. Bacon was determined with reference to his duties and responsibilities with the Company, the prevailing market conditions, and the terms of the Company's remuneration policy.

As at the date of this announcement, Mr. Bacon does not hold any other positions within the Company or any other members of the Group. Mr. Bacon has advised that he does not have any relationship with any Directors, senior management, or substantial or controlling shareholders of the Company, and does not have any interest in the securities of the Company within the meaning of Part XV of the Securities and Futures Ordinance (Cap. 571 of the Laws of Hong Kong) (the “SFO”). Save as disclosed above, Mr. Bacon is not aware of any matters that are required to be disclosed pursuant to paragraphs 13.51(2)(h) to 13.51(2)(v) of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Listing Rules”), or any matters that need to be brought to the attention of the shareholders of the Company.

Mr. Bacon has confirmed to the Company (i) his independence with regard to each of the factors referred to in Rules 3.13(1) to 3.13(8) of the Listing Rules; (ii) that he has no past or present financial or other interest in the business of the Company or its subsidiaries, or any connection with any core connected persons (as defined in the Listing Rules) of the Company; and (iii) that there are no other factors that may affect his independence at the time of his appointment.

Mr. Knight-Evans, aged 58, was the Alternatives Leader for PricewaterhouseCoopers’ Asia Pacific region and was an Assurance Asset Management Partner before he retired in December 2022. He is a regular speaker at industry events and was an executive committee member of the Alternative Investment Management Association’s Hong Kong Chapter from 2005 until late 2022. Having established Cyson Advisors in January 2023, Mr. Knight-Evans now serves a number of Cayman Islands and Hong Kong domiciled investment funds embracing systematic, multi-manager, macro, multi-strategy and equity related investment strategies as an independent director.

Mr. Knight-Evans has had experience serving clients in the asset management industry since the mid-1990s, initially in the United Kingdom. He started his career with Ernst & Young in London before moving to Hong Kong with Ernst & Young in 2001 to help found Ernst & Young’s Greater China asset management practice. When he left Ernst & Young to join PricewaterhouseCoopers in 2011, he was Ernst & Young’s Asset Management leader for Asia-Pacific and a member of their Global Asset Management’s leadership team. In addition to providing audit services to the asset management industry, Mr. Knight-Evans also had extensive experience advising asset management firms on operational effectiveness, best practices in areas of corporate governance and internal controls, fund start-ups, and regulatory and compliance work. While focusing on hedge funds, he also serviced clients across other sub-sectors of the industry, including private equity, real estate and traditional asset managers. Save as disclosed above, Mr. Knight-Evans did not hold any directorship in any other listed public companies in Hong Kong and overseas during the past three years.

Mr. Knight-Evans is a member of the Institute of Chartered Accountants in England and Wales and a fellow member of the Hong Kong Institute of Certified Public Accountants. He holds an MEng in Chemical Engineering from Imperial College London.

According to the Company's letter of appointment to Mr. Knight-Evans, (i) Mr. Knight-Evans' term of appointment shall continue until terminated by either party giving to the other not less than one month's prior notice in writing. Mr. Knight-Evans is also subject to the provisions on retirement and re-election at the first annual general meeting of the Company after his appointment, and thereafter, subject to retirement by rotation and re-election at least once every three years at the annual general meeting according to the Company's Articles of Association, or any other applicable laws/rules from time to time, whereby a director shall vacate his office; (ii) he is entitled to a Director's fee of HK\$328,876 per annum, payable quarterly in arrears. The remuneration of Mr. Knight-Evans was determined with reference to his duties and responsibilities with the Company, the prevailing market conditions, and the terms of the Company's remuneration policy.

As at the date of this announcement, Mr. Knight-Evans does not hold any other positions within the Company or any other members of the Group. Mr. Knight-Evans has advised that he does not have any relationship with any Directors, senior management, or substantial or controlling shareholders of the Company, and does not have any interest in the securities of the Company within the meaning of Part XV of the SFO. Save as disclosed above, Mr. Knight-Evans is not aware of any matters that are required to be disclosed pursuant to paragraphs 13.51(2)(h) to 13.51(2)(v) of the Listing Rules, or any matters that need to be brought to the attention of the shareholders of the Company.

Mr. Knight-Evans has confirmed to the Company (i) his independence with regard to each of the factors referred to in Rules 3.13(1) to 3.13(8) of the Listing Rules; (ii) that he has no past or present financial or other interest in the business of the Company or its subsidiaries, or any connection with any core connected persons (as defined in the Listing Rules) of the Company; and (iii) that there are no other factors that may affect his independence at the time of his appointment.

The Board would like to take this opportunity to welcome Mr. Bacon and Mr. Knight-Evans to the Board, and Mr. Edwards in respect of his additional role within the Company.

On behalf of the Board
Sun Hung Kai & Co. Limited
Lee Seng Huang
Group Executive Chairman

Hong Kong, 27 May 2026

As at the date of this announcement, the Board comprises:

Executive Directors:

Messrs. Lee Seng Huang (*Group Executive Chairman*), Antony James Edwards and Brendan James McGraw

Non-Executive Director:

Mr. Peter Anthony Curry

Independent Non-Executive Directors:

Mr. Evan Au Yang Chi Chun, Mr. David Craig Bartlett, Mr. Alan Stephen Jones, Ms. Jacqueline Alee Leung, Mr. Wayne Robert Porritt and Mr. William Thomas Royan