

## Candidate to the Board Lambert CHANG



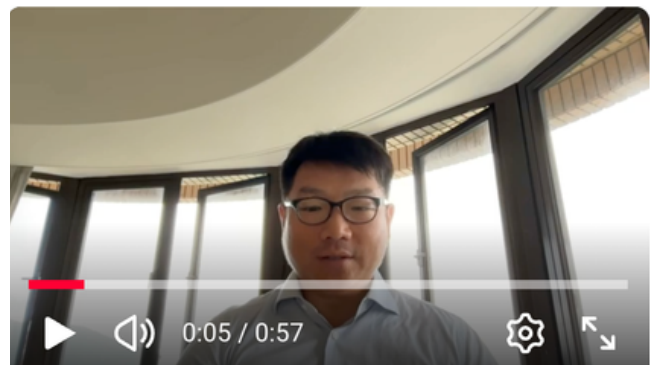
### EXPERIENCE/AREAS OF EXPERTISE RELEVANT TO THE SCHOOL AND THE BOARD

- Solid understanding of FIS' strategies and operation, as well as deep connections with the school community.
  - Member of Board Committee for Compensation and Benefits since October 2025.
  - Former Elected Parent Representative of Jardine's Lookout Campus in 2023-24 and 2025-26.
  - Class Parent of various primary classes during 2022-2025.
- Expertise in corporate finance, M&A transaction management and project planning.
  - Former Mergers & Acquisitions (M&A) banker with over 20 years of experience in APAC.
  - Corporate governance experience in regulated financial institutions.
- Sound knowledge of the local education market and overseas experience.
  - Born and raised in Hong Kong.
  - Attended secondary school and university in Australia.
  - Professional working experience in Australia and Hong Kong, as well as project management experience in various APAC regions/countries.

### HOW I EXPECT TO CONTRIBUTE AS A BOARD DIRECTOR

- Leverage my professional experience, connections and project execution skills to support FIS achieve its strategic goals.
- Work closely with fellow board members to uphold FIS' high corporate governance standards and provide timely advice to the school management.
- Provide insightful inputs to the Board in light of local conditions and international norms.
- Commit all necessary time and effort to the Board for the good of our children and the wider school community.

### HEAR FROM THE CANDIDATE



### WHAT I SEE AS PRIORITIES FOR THE SCHOOL IN THE NEXT 3 TO 5 YEARS

- To continue to implement FIS' 5-axis strategic plan in the next 3 to 5 years.
- Notwithstanding the strategic plan, the School could further define its market position in order to differentiate itself in the crowded education sector and achieve its stated goal of being a top of mind, culturally French international school.
- Bring the school community (students, parents, staffs and prospective parents) closer together in order to create unity, loyalty and an "One FIS" culture. These advantages could also contribute to the stability of the School's enrolment and finances, and create a better learning environment.
- Continue to optimize (and invest in) campus space and facilities, such that current and prospective students will have an ideal setting to achieve their full potential.