



TAKAFULmalaysia

SYARIKAT TAKAFUL MALAYSIA KELUARGA BERHAD

(Formerly known as Syarikat Takaful Malaysia Berhad)

(COMPANY NO.: 131646-K)

(Incorporated in Malaysia)

TERMS OF REFERENCE OF NOMINATION AND REMUNERATION COMMITTEE (NRC)

1.0 OBJECTIVES

The primary objectives of the NRC are as follows:-

- (i) Support the Board in carrying out its functions in the following matters concerning the Board, Shariah Advisory Body, Senior Management and Company Secretary:
 - (a) appointments and removals;
 - (b) composition;
 - (c) performance evaluation and development; and
 - (d) fit and proper assessments.

Senior Management refers to General Manager position and above including Group Chief Executive Officer, Chief Executive Officer, Deputy Chief Executive Officer, Chief Financial Officer, Chief Risk Officer, Chief Compliance Officer, Appointed Actuary and such other designation as determined by the Board from time to time.

- (ii) Support the Board in actively overseeing the design and operation of the Company's remuneration system.
- (iii) Periodically review the remuneration of Directors on the Board, particularly on whether remuneration remains appropriate to each Director's contribution, taking into account the level of expertise, commitment and responsibilities undertaken.

2.0 AUTHORITIES

The NRC shall have the authority to deliberate and approve on matters within its primary duties and responsibilities as may be determined by Board from time to time. In the discharge of its duties and responsibilities, the NRC shall:

- (i) Have the resources as well as full and unrestricted access to any information which are required to perform its duties.
- (ii) Obtain, if it is deemed necessary, independent professional advice on any matter within its terms of reference.
- (iii) Have access to advice and services of the Company Secretary.



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3.0 DUTIES AND RESPONSIBILITIES

In fulfilling its primary objectives, the NRC shall undertake the following duties and responsibilities:

Nomination

- (i) Establish minimum requirements for the Board and Group Chief Executive Officer/Chief Executive Officer to perform their responsibilities effectively. The NRC is also responsible for overseeing the overall composition of the Board in terms of:
 - (a) The appropriate size and mix of skills;
 - (b) The balance between Executive Directors, Non-Executive Directors and Independent Directors; and
 - (c) Other core competencies required, through annual review, etc.

- (ii) Recommend and assess the nominees for Directorship, the Directors to fill Board Committees, as well as nominees for the Group Chief Executive Officer/Chief Executive Officer, Shariah Advisory Body and Senior Management's position including assessing Directors, Group Chief Executive Officer/Chief Executive Officer and Shariah Advisory Body members proposed for re-appointment before an application for approval is submitted to Bank Negara Malaysia;

- (iii) Establish the mechanism for formal assessment and assessing on an annual basis:
 - (a) The effectiveness of the Board as a whole;
 - (b) The contribution by each Director to the effectiveness of the Board;
 - (c) The contribution of the Board's various Committees;
 - (d) The performance of the Group Chief Executive Officer/Chief Executive Officer; and
 - (e) The term of office and performance of the Audit Committee (AC) and each of its members to determine whether the AC members have carried out their duties in accordance with their terms of reference.

The assessments will also include ascertaining that the Director is not disqualified under the relevant law and fulfills the 'fit and proper' criteria. For this purpose, the Company may require the directors to make a quarterly declaration, using a standard



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format, that they are not disqualified under the relevant law and fulfil the 'fit and proper' criteria;

- (iv) Recommend to the Board on the removal of a Director/Group Chief Executive Officer/Chief Executive Officer if he is ineffective, errant or negligent in discharging his responsibilities;
- (v) Ensure that all Directors undergo appropriate induction programme and receive continuous training;
- (vi) Oversee the appointment, management succession planning and performance evaluation of Senior Management and recommending to the Board the removal of Senior Management if they are ineffective, errant or negligent in discharging their responsibilities;
- (vii) The procedures for appointment and assessment must be approved by the full Board and disclosed to the shareholders of the Company. The NRC should not be delegated with decision-making powers but should report its recommendations to the Board for decision.

Remuneration

- (i) Recommend a framework for the remuneration of Directors, Group Chief Executive Officer/Chief Executive Officer, Shariah Advisory Body members and Senior Management. The remuneration policy should:
 - (a) Be documented and approved by the full Board and any changes thereto should be subject to endorsement of the full Board;
 - (b) Reflect the experience and level of responsibility borne by the individual directors, Group Chief Executive Officer/Chief Executive Officer, Shariah Advisory Body members and Senior Management;
 - (c) Be sufficient to attract and retain Directors, Group Chief Executive Officer/Chief Executive Officer, Shariah Advisory Body members and Senior Management of calibre needed to manage the Company successfully; and
 - (d) Be balanced against the need to ensure that the funds of the Company are not subsidise excessive remuneration packages and should not create incentives for irresponsible behaviour or insider excesses.



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- (ii) Recommend specific remuneration packages for Directors, Group Chief Executive Officer/Chief Executive Officer, Shariah Advisory Body members and Senior Management. The remuneration packages should:
 - (a) Be based on an objective consideration and approved by the full Board;
 - (b) Take due consideration of the assessments of the Nomination Committee of the effectiveness and contribution of the Director, Group Chief Executive Officer/Chief Executive Officer, Shariah Advisory Body members and Senior Management concerned;
 - (c) Not be decided by the exercise of sole discretion of any one individual or restricted group of individuals; and
 - (d) Be competitive and is consistent with the Company's culture, objective and strategy.
- (iii) The remuneration packages for the Executive Directors should be structured to link rewards to corporate and individual performances to encourage high performance standards while at the same time is aligned with prudent risk-taking. However, the rewards-to-performance linkages should not create incentives for irresponsible behaviour and insider excesses. As for Non-Executive Directors and Independent Directors, the level of remuneration should be linked to their level of responsibilities undertaken and contribution to the effective functioning of the Board. Non-Executive Chairman should not expect executive pay.
- (iv) The remuneration of Group Chief Executive Officer/Chief Executive Officer, should not be out of line with the scale of business operations and activities of the Company. The Group Chief Executive Officer/Chief Executive Officer should not avail himself of self-serving remuneration with excessive bonuses and fringe benefits relative to the profits and operations of the Company. The entitlement of the Group Chief Executive Officer/Chief Executive Officer to receive director's fees from subsidiaries of the Company in which he is a director should be nominal and not excessive.

The NRC shall also undertake such other duties and responsibilities as determined by the Board of the Company.



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4.0 COMPOSITION

- 4.1 The NRC shall consist of at least three Non-Executive Directors, a majority of whom are Independent Directors.
- 4.2 The NRC shall comprise directors who have the skills, knowledge and experience relevant to the responsibilities of the NRC.
- 4.3 A member of the NRC shall abstain from participating in discussions and decisions on matters directly involving him/her in order to avoid conflicts of interest.

5.0 CHAIRMAN

The Chairman of the NRC must be an Independent Non-Executive Director or Senior Independent Non-Executive Director and cannot be the Chairman of the Board.

6.0 SECRETARY

The Secretary of the NRC shall be the Company Secretary of the Company or such other person(s) appointed by the Board.

7.0 MEETINGS

The NRC shall meet as and when required.

8.0 QUORUM

- 8.1 The quorum for the NRC meeting shall be two members with Independent Directors forming the majority.
- 8.2 In the absence of the Chairman, the members can elect from amongst themselves the Chairman for the Meeting, who must be an Independent Director.

9.0 CIRCULAR RESOLUTIONS

- 9.1 A resolution in writing signed by all NRC members for the time being present in Malaysia shall be as valid and effectual as if it had been passed at a meeting of the NRC duly called and constituted.



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- 9.2 Any such resolution may consist of several documents in like form each signed by one or more NRC members.
- 9.3 All decisions and/or approvals made via circular resolution shall be presented at the subsequent NRC meeting for notation.

10.0 MINUTES OF MEETINGS

- 10.1 The Secretary shall minute the proceedings and resolutions of all meetings of the NRC. The minutes must record the decisions of the NRC, including the key deliberations, rationale for the decision made, and any significant concerns or dissenting views. The minutes must also indicate whether any member abstained from voting or excused himself/herself from deliberating on a particular matter
- 10.2 Minutes of meetings shall be submitted to the Board for notification.

11.0 REPORTING

The NRC shall report to the Board either in writing or verbally, as it considers appropriate on the matters within its terms of reference.

12.0 REVIEW OF THE TERMS OF REFERENCE

The Terms of Reference shall be reviewed and updated from time to time as and when required.

Dated this 24th day of January 2019.