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COVER RATIONALE

The digital disruption has enabled great leaps forward for the financial services landscape. Financial Technology players continue to innovate and challenge the norms of product offerings, customer expectations and financial inclusion.

At Tune Protect, we aim to be a lifestyle insurer that everyone loves. Through our mobile-first approach, we ensure speedy access to our products and propositions to all our customers, no matter their background. Our range of coverage types help keep our customers secure through life's ups and downs, no matter the place, time or circumstance.



We encourage you to go paperless - opt for the digital version of this report that is available on our corporate website at www.tuneprotect.com/corporate/group/investor-relations/reports-presentations or through scanning the QR code.

GLOSSARY

Terms

| | |
|--|---|
| Bursa Malaysia or Bursa Securities | Bursa Malaysia Securities Berhad |
| Overseas Ventures | Tune Protect Commercial Brokerage LLC and Tune Insurance Public Company Limited |
| The Board or Board | Board of Directors |
| The Group | Tune Protect Group Berhad and its subsidiaries |
| Tune Protect or The Group and its Overseas Ventures | Tune Protect Group Berhad, its subsidiaries and Overseas Ventures |
| Tune Protect EMEIA or TPEMEIA | Tune Protect Commercial Brokerage LLC |
| Tune Protect Group, The Company or TPG | Tune Protect Group Berhad |
| Tune Protect Malaysia or TPM | Tune Insurance Malaysia Berhad |
| Tune Protect Re or TPR | Tune Protect Re Ltd. |
| Tune Protect Thailand or TPT | Tune Insurance Public Company Limited |
| Tune Protect Life or TPL | Tune Protect Ventures Sdn. Bhd. |
| White Label | White Label Sdn. Bhd. |

Acronyms

| | | | |
|------------------------|--|---------------|---|
| AGM | Annual General Meeting | IAR | Integrated Annual Report |
| AML | Anti-Money Laundering | LAT | Loss After Tax |
| ASEAN | Association of Southeast Asian Nations | LLC | Limited Liability Company |
| B2B | Business-to-Business | LTIP | Long Term Incentive Plan |
| B2B2C | Business-to-Business-to-Consumer | MSWG | Minority Shareholders Watch Group |
| B2C | Business-to-Consumer | NEP | Net Earned Premiums |
| BNM | Bank Negara Malaysia | NPS | Net Promoter Score |
| CG | Corporate Governance | NWP | Net Written Premiums |
| CO₂ | Carbon Dioxide | OR | Operating Revenue |
| CO₂e | Carbon Dioxide equivalent, metric measure of emissions from all greenhouse gases based on their global-warming potential | PA | Personal Accident |
| CoC | Code of Conduct | PAT | Profit After Tax |
| CRMSA | Climate Risk Management and Scenario Analysis | PDPA | Personal Data Protection Act 2010 |
| CSR | Corporate Social Responsibility | RM | Ringgit Malaysia |
| EGM | Extraordinary General Meeting | RRPT | Recurrent Related Party Transactions |
| EMEIA | Europe, Middle East, India and Africa | SME | Small and Medium Enterprise |
| ESG | Environmental, Social and Governance | TCFD | Task Force on Climate-related Financial Disclosures |
| FY | Financial Year | THB | Thai Baht |
| GRI | Global Reporting Initiative | UAE | United Arab Emirates |
| GWP | Gross Written Premiums | UN SDG | United Nations Sustainable Development Goal |
| HQ | Headquarters | y-o-y | Year-on-year |
| HR | Human Resources | | |

REPORTING FRAMEWORK

“ Welcome to Tune Protect Group’s IAR2022

REPORTING APPROACH

This is Tune Protect Group’s IAR2022, prepared in accordance with the International <IR> Framework by the International Integrated Reporting Council (“IIRC”), consolidated into the International Financial Reporting Standards Foundation. Since 2021, we have commenced our integrated reporting journey to provide a more concise, connected and transparent reporting of our objectives, strategies and performance. We demonstrate how we create value for our stakeholders through efficient management of capitals and resources.

This IAR2022 outlines our unique business model, strategic focus and material matters. It also covers our progress in managing our Sustainability – reporting on our governance and management of the Economic, Environmental, and Social aspects of our business. We recognise that the process to fully integrate our report is both continuous and dynamic. Nevertheless, we continually strive for greater alignment to the <IR> Framework as we move towards a fully integrated report in the near future.

REPORTING PERIOD

This IAR2022 covers the period from 1 January 2022 to 31 December 2022 (FY End 2022) unless otherwise stated.

REPORTING SCOPE AND BOUNDARY

Integrated Annual Report

This IAR2022 covers the financial and non-financial performance of our operations in Malaysia, comprising Tune Protect Group, Tune Protect Malaysia, Tune Protect Re, Tune Protect Life and White Label; our Associate company, Tune Protect Thailand; our Joint Venture company, Tune Protect EMEIA.

Sustainability Statement

The Sustainability Statement section in this IAR2022 covers our operations in Malaysia, comprising Tune Protect Group, Tune Protect Malaysia, Tune Protect Re, Tune Protect Life and White Label. Our associate and joint venture entities outside of Malaysia are excluded in this reporting scope.

REFERENCES AND GUIDELINES

This IAR2022 was prepared and guided by referencing to the following frameworks and disclosure requirements:




| Corporate Sections | Sustainability Statement | Corporate Governance | Financial Statement |
|---|---|--|--|
| <ul style="list-style-type: none"> IIRC’s International <IR> Framework Bursa Malaysia’s Main Market Listing Requirements (“MMLR”) Bursa Malaysia’s Management Discussion & Analysis Disclosure Guide | <ul style="list-style-type: none"> IIRC’s International <IR> Framework Bursa Malaysia’s Sustainability Reporting Guide (3rd Edition) Global Sustainability Standards Board’s GRI Standards The Financial Stability Board’s TCFD Intergovernmental Panel on Climate Change (“IPCC”)’s Guidelines for National Greenhouse Gas Inventories Greenhouse Gas Protocol (“GHG Protocol”) | <ul style="list-style-type: none"> IIRC’s International <IR> Framework Securities Commission Malaysia’s Malaysian Code on Corporate Governance (“MCCG”) 2021 and Corporate Governance Strategic Priorities 2021-2023 Companies Commission of Malaysia’s Companies Act 2016 Bursa Malaysia’s Statement on Risk Management & Internal Control Guidelines for Directors of Listed Issuers | <ul style="list-style-type: none"> Malaysian Accounting Standards Board’s Malaysian Financial Reporting Standards (“MFRS”) International Accounting Standards Board’s International Financial Reporting Standards (“IFRS”) |

REPORTING FRAMEWORK




NAVIGATION ICONS

This report employs the use of icons to link our strategy and material matters to our activities and outcomes.



THE CAPITALS

-  Financial Capital
-  Social & Relationship Capital
-  Intellectual Capital
-  Human Capital
-  Natural Capital
-  Manufactured Capital

THE STRATEGIC PILLARS

-  Health
-  Lifestyle
-  SME

OTHERS

-  Find more information inside this report
-  Link to our official website at **tuneprotect.com**

SUSTAINABILITY DISCLOSURES

Tune Protect Group has reported the information cited in the GRI content index for the period 1 January 2022 to 31 December 2022 with reference to the GRI Standards.



Refer GRI Content Index on pages 286 to 290 of this IAR2022.

ASSURANCE

For balanced, meaningful, and accurate disclosures, information in the Sustainability Statement of this IAR2022 is subject to a limited assurance and have been validated by the Internal Auditor.

MEMBERSHIPS AND ASSOCIATIONS

The Group is a member of the following associations:

- ✓ General Insurance Association of Malaysia (“PIAM”)
- ✓ Labuan International Insurance Association (“LIIA”)



We welcome your feedback on our report. All feedback and enquiries can be directed to:

- Address** : Level 9, Wisma Tune, No. 19 Lorong Dungun, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan, Malaysia
- Tel** : +603 2056 6200
- Email** : **ir@tuneprotect.com**
- Sustainability-related** : **sustainability@tuneprotect.com**



FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Tune Protect Group Berhad has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong ESG practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

FACTS AT A GLANCE

OUR VALUE CREATION IN PRACTICE

This marks the second consecutive year that we are publishing an Integrated Report, harnessing integrated thinking and reporting practices to provide a more holistic view of our operations.

Our Capitals are the stocks of value which we harness as inputs to our business model. These Capitals are interdependent and are transformed through our activities and operations to generate valuable outcomes for our stakeholders. Through holistic management and allocation of resources across all our Capitals, we aim to ensure the sustainability of this business model.



F FINANCIAL CAPITAL

Our Financial Capital is the pool of funds available to our organisation for the provision of our services and products. Funds are generated through operations or investments.

HOW WE CREATE VALUE

Focusing on our three strategic pillars, we prioritise long-term business sustainability through cross-team collaborations and forming long-term partnerships.

TOTAL ASSETS

RM1.6
billion

FINANCIAL LEVERAGE

Zero Gearing

H HUMAN CAPITAL

For Tune Protect, Human Capital refers to our employees' capabilities, competencies, and experience. This includes their daily efforts to innovate in their work scopes and align outcomes to The Group and its Overseas Ventures' core strategies.

HOW WE CREATE VALUE

Engaging a vibrant, innovative workforce, we provide growth opportunities to all our employees through training, development and performance evaluations. Our flexible work arrangements provide independence and ease for employees across all walks of life.

EMPOWERED WORKFORCE

484
Employees across the Group

BEST IN-HOUSE CERTIFICATION PROGRAMME

Lean Ninja Programme
Human Resources Online's Employee Experience Awards 2022 (Gold Award)

S SOCIAL & RELATIONSHIP

Our Social & Relationship Capital refers to our connections to our communities, stakeholders, industry networks and global markets. Through engagements and relationship building, we contribute to the welfare and collective well-being of those around us.

HOW WE CREATE VALUE

Through engagements and relationship building, we contribute to the welfare and collective well-being of those around us.

COMMUNITY INVESTMENT

RM150,000 &
1,517 volunteer hours contributed via various charitable efforts

FINANCIAL INCLUSION

Approximately
30,000
Orang Asli received Personal Accident Cover via our collaboration with Jabatan Kemajuan Orang Asli (JAKOA)

FACTS AT A GLANCE



I INTELLECTUAL CAPITAL

Intellectual Capital for Tune Protect refers to our knowledge-based intangible assets, such as our organisational structures, frameworks, policies and procedures, intellectual properties and other tacit knowledge.

HOW WE CREATE VALUE

With our home-grown platforms and our unique reinsurance business model, we are able to provide solutions for B2B and retail customers across our global footprint.

DIGITISATION

First Malaysian Insurer

to host our core system on the cloud

PLATFORM FOR PARTNERS

Travel Portal

for Malaysian Business-to-Business partners

N NATURAL CAPITAL

Our Natural Capital consists of our environmental resources and processes, both renewable and non-renewable.

HOW WE CREATE VALUE

Through our digital transformation, we are paperless in our in-control processes, and are committed to phasing out our involvement in carbon-intensive industries.

ZERO COAL

By 2030

in our underwriting and investment portfolios

ZERO PAPER ORGANISATION

61.9% reduction

year-on-year paper consumption

M MANUFACTURED CAPITAL

Manufactured Capital refers to the manufactured physical objects, buildings, goods or services, equipment and infrastructure that are available to us for use in the delivery of our services.

HOW WE CREATE VALUE

As a digital-first organisation, we maintain 17 branches across Malaysia, (including our headquarters and new flagship lifestyle branch), Tune Protect Re's Labuan Office, and two local offices in Dubai and Bangkok.

FLAGSHIP LIFESTYLE BRANCH

Bukit Jalil, Kuala Lumpur

featuring an integrated cafe and open-concept layout

WHO WE ARE

Tune Protect Group is a financial holding company that provides underwriting and reinsurance services for non-life insurance products through its subsidiaries and Overseas Ventures.

Incorporated in 2011, the Company was listed on the Main Market of Bursa Malaysia in 2013. With its tagline 'Insurance Simplified', Tune Protect offers an array of affordable protection plans to suit individuals and SMEs' needs via its insurance, reinsurance and marketing arms in Malaysia, Thailand and the UAE.

OUR VISION

To be the lifestyle insurer that everyone LOVES

OUR MISSION

To simplify the consumer experience with best-in-class products and technology that complement the consumer's lifestyle needs

CORE VALUES



Make It Simple

We make things easy and uncomplicated.



Be Customer Obsessed

We listen to customers' needs and find a solution.



Better Together

We work to win as one cohesive team.



Be Curious & Bold

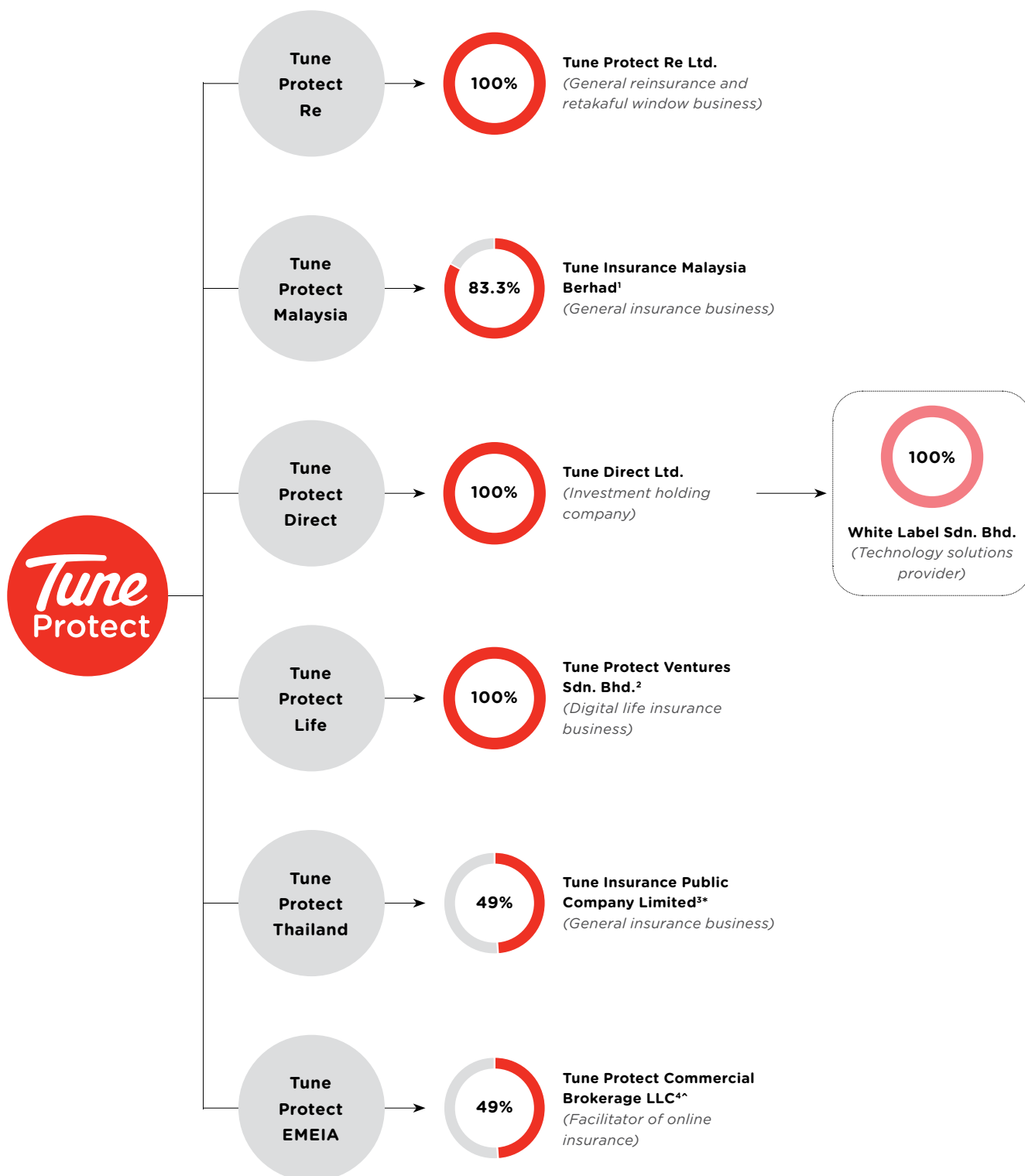
We continuously learn, test and explore. We know when to take risks and be empowered.



Please scan this QR code to find out more about the events and activities the Group and its Overseas Ventures organised and participated in during the year under review.

CORPORATE STRUCTURE

(as at 31 March 2023)



Notes:

¹ The remaining 16.7% is owned by minority and unrelated shareholders.

² Established on 19 November 2021. Received conditional approval from Bank Negara Malaysia to participate in the Financial Technology Regulatory Sandbox on 31 October 2022.

³ The remaining 51% is owned by various Thai shareholders.

⁴ The remaining 51% is owned by a local company in the UAE.

* Associate company

^ Joint Venture company

CORPORATE INFORMATION

THE BOARD



Dato' Mohamed Khadar bin Merican

(Chairman, Independent Non-Executive Director)

Tan Ming-Li

(Non-Independent Non-Executive Director)

Mohamed Rashdi bin Mohamed Ghazalli

(Senior Independent Non-Executive Director)

Aireen Omar

(Non-Independent Non-Executive Director)

Kelvin Desmond Malayapillay

(Independent Non-Executive Director)

Dr Grace Lee Hwee Ling

(Independent Non-Executive Director)

AUDIT COMMITTEE

Dr Grace Lee Hwee Ling
(Chairperson)

Tan Ming-Li
Mohamed Rashdi bin Mohamed Ghazalli
Kelvin Desmond Malayapillay

RISK MANAGEMENT COMMITTEE

Kelvin Desmond Malayapillay
(Chairman)
Tan Ming-Li
Mohamed Rashdi bin Mohamed Ghazalli
Dr Grace Lee Hwee Ling
Dato' Mohamed Khadar bin Merican

NOMINATION COMMITTEE

Mohamed Rashdi bin Mohamed Ghazalli
(Chairman)
Tan Ming-Li
Kelvin Desmond Malayapillay

REMUNERATION COMMITTEE

Mohamed Rashdi bin Mohamed Ghazalli
(Chairman)
Tan Ming-Li
Kelvin Desmond Malayapillay

INVESTMENT COMMITTEE

Aireen Omar *(Chairperson)*
Mohamed Rashdi bin Mohamed Ghazalli
Dato' Mohamed Khadar bin Merican

LTIP COMMITTEE

Aireen Omar *(Chairperson)*
Rohit Chandrasekharan Nambiar
Yap Hsu Yi
Mohamed Rashdi bin Mohamed Ghazalli

SENIOR INDEPENDENT DIRECTOR

Mohamed Rashdi bin Mohamed Ghazalli

COMPANY SECRETARY

Norhana binti Othman
(MACS 01597)
(SSM Practising Certificate
202008001519)

AUDITORS

Ernst & Young PLT
202006000003 (LLP0022760-LCA)
& AF 0039
Chartered Accountants
Level 23A, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
50490 Kuala Lumpur,
Wilayah Persekutuan, Malaysia
Tel : +603 7495 8000
Fax : +603 2095 5332

REGISTERED OFFICE

Level 9, Wisma Tune,
No. 19 Lorong Dungun,
Damansara Heights,
50490 Kuala Lumpur,
Wilayah Persekutuan, Malaysia
Tel : +603 2056 6200
Email : hello.my@tuneprotect.com
Website : www.tuneprotect.com

SHARE REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
[Registration No. 199601006647 (378993-D)]
11th Floor, Menara Symphony,
No. 5, Jalan Prof. Khoo Kay Kim,
Seksyen 13, 46200 Petaling Jaya,
Selangor Darul Ehsan, Malaysia
Tel : +603 7890 4700
Fax : +603 7890 4670

PRINCIPAL BANKER

HSBC Bank Malaysia Berhad

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Stock Code : 5230
Stock Name : TUNEPRO

(Listed since 20 February 2013)

INVESTOR RELATIONS

As Malaysia transitioned to the endemic phase of COVID-19 on 1 April 2022, virtual meetings were still the preferred mode of engagement. To this end, the Investor Relations team continued to innovate and be flexible with its engagement strategy. Given the sizeable retail investor base, we ramped up our outreach en masse by leveraging on technology and social media channels (i.e., YouTube and Facebook) to live-stream selected investor events. The main narrative of our communications programme was to consistently update investors on the progress of our three-year strategic plan (2021-2023). The year under review was an unprecedented one for us in terms of investors outreach. We engaged with over 230 individuals in 38 meetings, including group and one-on-one meetings, webinars, conferences and Corporate Days. The investor events recorded on our social media platforms have garnered more than 3,000 views as of 31 December 2022.

Investor Relations Calendar

| Date | Details | Venue | Type |
|--------------------------|---|--------------|----------------|
| 26 January 2022 | Corporate Day 2022 | Kuala Lumpur | Live streaming |
| 25 February 2022 | 4Q2021 Analyst Briefing | Kuala Lumpur | Teleconference |
| 30 March 2022 | Stockbit webinar: Ramping Up for Economic Recovery | Kuala Lumpur | Live streaming |
| 25 April 2022 | CLSA Corporate Access | Kuala Lumpur | Teleconference |
| 19 May 2022 | 1Q2022 Analyst Briefing | Kuala Lumpur | Teleconference |
| 2 June 2022 | KenTrade by Kenanga webinar: Spearheading a Tech-led Insurance Proposition | Kuala Lumpur | Live streaming |
| 27 June 2022 | Fully virtual 11 th AGM | Kuala Lumpur | Live streaming |
| 27 June 2022 | EGM | Kuala Lumpur | Live streaming |
| 25 August 2022 | 2Q2022 Analyst Briefing | Kuala Lumpur | Teleconference |
| 21 September 2022 | RHB Research Corporate Wednesday | Kuala Lumpur | Live streaming |
| 13 October 2022 | Live Chat with Tune Protect Group: Insurance Simplified and What Does It Mean for Investors | Kuala Lumpur | Live streaming |
| 1 November 2022 | Analyst Briefing on Tune Protect Life Sandbox Approval | Kuala Lumpur | Teleconference |
| 25 November 2022 | 3Q2022 Analyst Briefing | Kuala Lumpur | Teleconference |
| 30 November 2022 | Tech-Focused Corporate Day | Kuala Lumpur | Hybrid |

Annual General Meeting and Extraordinary General Meeting

Our 11th AGM was held fully virtual utilising a Remote Participation and Voting system for the third consecutive year. This practice is in keeping with the Malaysian Code on Corporate Governance (“MCCG”) guidance 13.5, which states that the Board and the Chairman should ensure that the conduct of a virtual general meeting supports meaningful engagement between the Board, senior management and shareholders.

The AGM was chaired by our Chairman, Dato’ Mohamed Khadar Bin Merican. Our Group CEO, Rohit Nambiar, provided our shareholders an update on the progress of our strategic plan and 2021 financial performance. This was followed by a Questions-and-Answers session. Our management team, with the support of our Chairman addressed live questions from our shareholders as well as questions submitted prior to the AGM.

INVESTOR RELATIONS

An EGM was held on the same day to seek our shareholders’ approval for the proposed establishment of a LTIP.

All resolutions tabled at the AGM and EGM were duly passed and the results were announced to Bursa Malaysia and published on our Investor Relations webpage on the same day. The minutes and the responses to all questions received from our shareholders were also subsequently published in a timely manner on our Investor Relations webpage.



Investors and Analysts Meetings, Conferences and Events

While virtual meetings were by and large investors’ preferred mode of engagement in 2022, the gradual lifting of restrictions on physical interactions saw a shift in some investors’ preference towards face-to-face meetings. We adopted a flexible approach to cater to both, depending on investors’ preference. For instance, we hosted our first ever hybrid thematic Corporate Day which provided investors and analysts the option of attending physically, virtually or if they are occupied, they could view the recording when convenient. Our proactive measure is meant to democratise the participation for all types of investors in such events which in the past had been restricted to analysts, fund managers and institutional shareholders.

Analyst Briefings

For each financial quarter end of 2022, an analyst briefing via teleconference was conducted immediately after the release of our quarterly financial results to Bursa Malaysia. In line with good CG practices, our analyst briefings are held on the same day the Board approves the financial statements. These briefings provide a platform to share our quarterly performance and initiatives updates, including addressing any queries from the analysts.

Briefing materials, which include the financial statements, analyst presentation, and press releases are circulated to the analysts prior to our teleconferences. The same materials are made publicly available on our Investor Relations webpage.

A special analyst briefing was held on 1 November 2022, a day after a material announcement was made to Bursa Malaysia regarding the conditional approval from BNM for Tune Protect Life (a wholly owned subsidiary of Tune Protect Group) to participate in the financial technology regulatory sandbox.

| | Number | Total attendees | Accumulated online views |
|---------------------------------|--------|-----------------|--------------------------|
| One-on-one/group meeting | 26 | 75 | - |
| Analyst briefing | 5 | 52 | - |
| Webinar | 4 | - | 2,485 |
| Corporate Day | 2 | 97 | 528 |
| Corporate access | 1 | 8 | - |

INVESTOR RELATIONS

We successfully organised two Corporate Days in 2022. The first was fully virtual during which we provided key updates on our three-year strategic plan. The second was a hybrid thematic event titled ‘Embedded Insurance, Simplified by Tech’ where we showcased our technology and mobile application capabilities. The event included a panel discussion and a mobile application demonstration.

For the second consecutive year, Tune Protect Group was invited by CLSA to participate in their Corporate Access Day. It provided a platform for us to share our story with analysts and fund managers from both Malaysia and Singapore.



Corporate Day 2022 (fully virtual)



CLSA Corporate Access

Retail investors form an integral part of our outreach effort. We co-hosted three online webinars with Stockbit, Kenanga and RHB, respectively, by leveraging on their sizeable retail base and self-organised our first ever YouTube live webinar. Such platforms allowed retail investors to pose questions to senior management which in the past would have been confined to only the AGM. We also made recordings of these webinars available on YouTube and Facebook.



Panel discussion at our hybrid Tech-Focused Corporate Day



Stockbit webinar: Ramping Up for Economic Recovery



Self-organised webinar: Live Chat with Tune Protect Group: Insurance Simplified and What Does It Mean for Investors

INVESTOR RELATIONS

Investor Relations Webpage

Our Investor Relations webpage hosts archives of our annual reports, financial statements, analyst presentations as well as investor information, interactive stock charts and details of upcoming Investor Relations events.

Shareholders can subscribe to our mailing list via our Investor Relations webpage whereby they will receive our latest corporate announcements. Our Investor Relations webpage is kept up-to-date and any feedback and queries on investor related matters can be directed to ir@tuneprotect.com.

Other Channels

We leverage our YouTube presence to disseminate information with the aim to reach out to a wider investor audience.



Other than recordings of our webinars, we also upload videos of our Group CEO, Rohit Nambiar's address to shareholders on our official YouTube channel.


Research Coverage


We are actively covered by the following research houses.

| Research Houses | Analysts |
|-----------------|---------------------|
| KAF Equities | Nurzulaikha Azali |
| TA Securities | Kelvin Tan Kong Jin |

Credit Ratings

Tune Protect Group's outlook was revised by RAM Ratings to 'Stable' from 'Negative' in 2022, reflecting the Group's improving business profile.

| Rating Agency | |
|---|--------------------|
|  | |
| Rated Entity | Tune Protect Group |
| Rating Classifications: | |
| Long-term Corporate Credit Rating | A ₂ |
| Short-term Corporate Credit Rating | P1 |
| Outlook | Stable |
| Date | 8 August 2022 |

| Rating Agency | |
|---|------------------|
|  | |
| Rated Entity | Tune Protect Re |
| Rating Classifications: | |
| Best's Financial Strength Rating | B++ |
| Best's Issuer Credit Rating | bbb |
| Outlook | Stable |
| Date | 11 November 2022 |

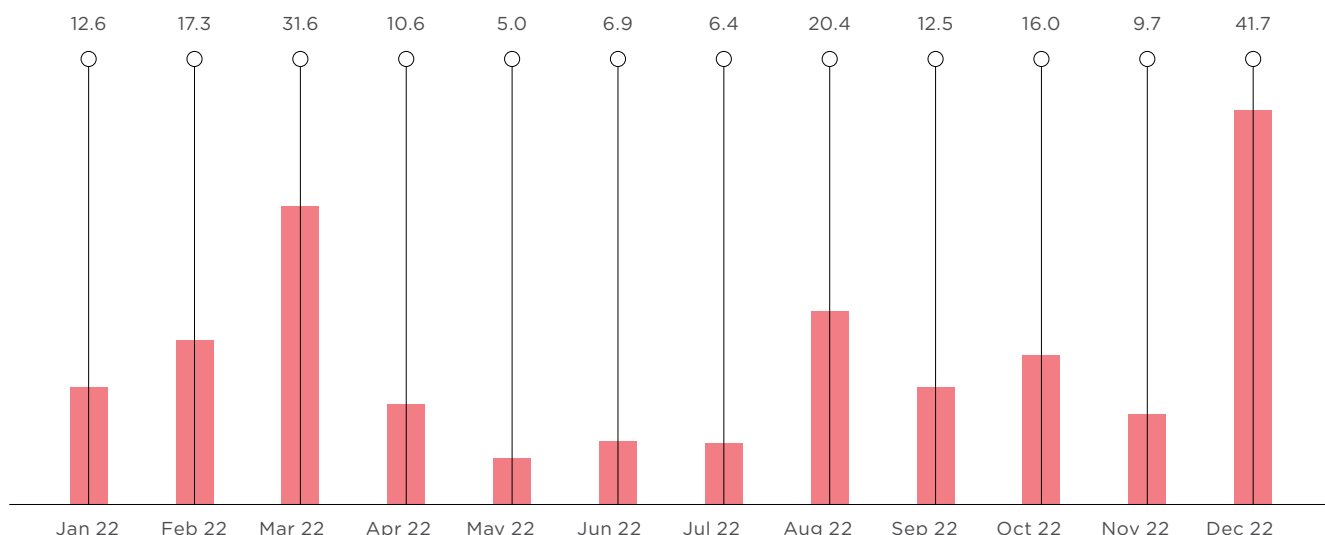
INVESTOR RELATIONS

SHARE PRICE AND VOLUME TRADED

Share Price (RM)

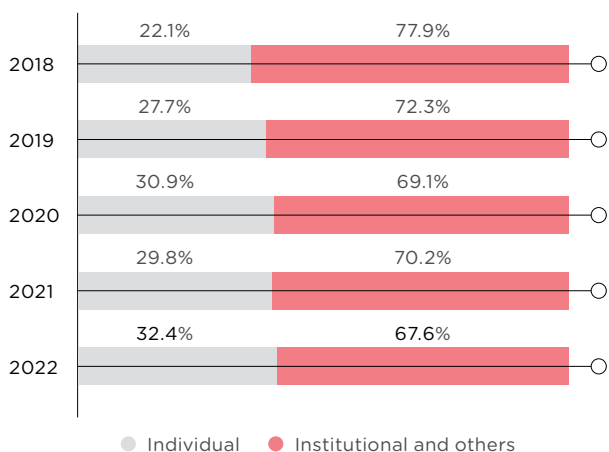


Volume Traded (mil)

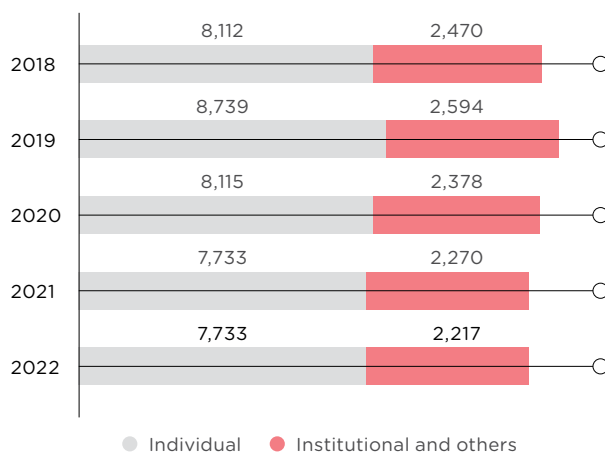


SHAREHOLDERS BASE

Shareholding Percentage (%)



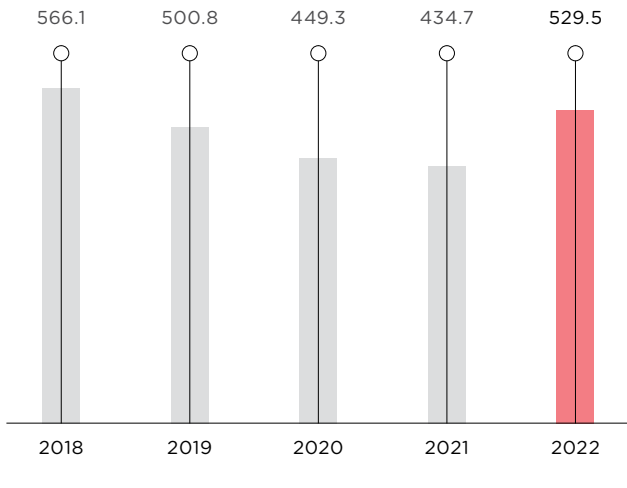
Number of Shareholders



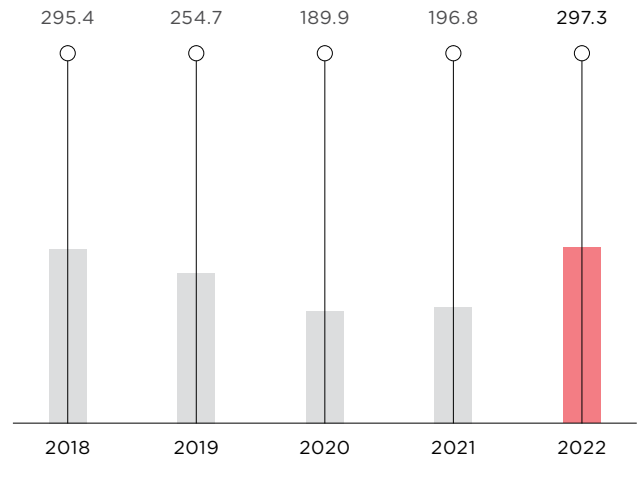
FINANCIAL HIGHLIGHTS

TUNE PROTECT GROUP

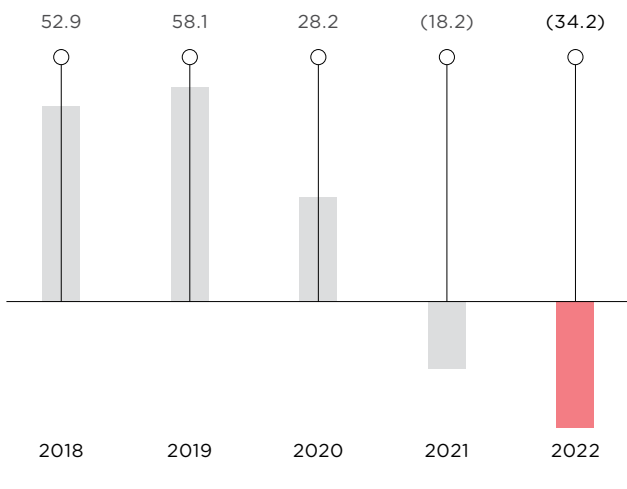
Operating Revenue (RM mil)



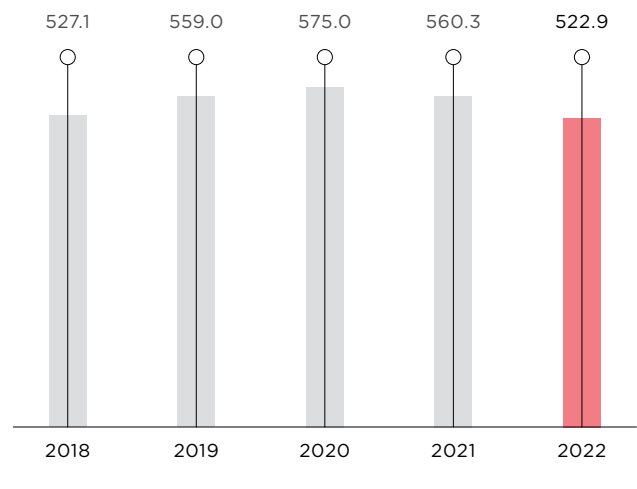
Net Earned Premiums (RM mil)



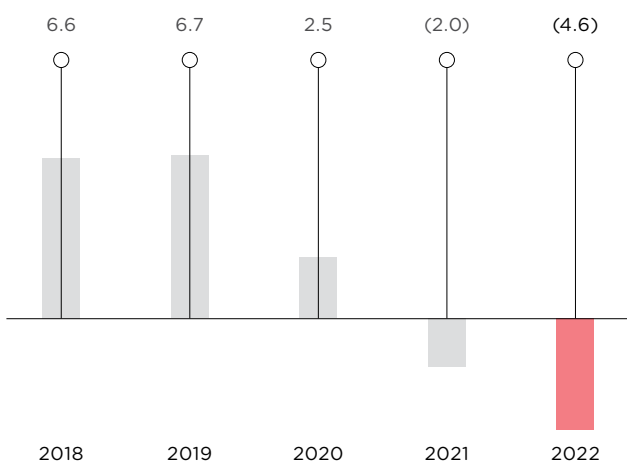
Profit/Loss After Tax (RM mil)



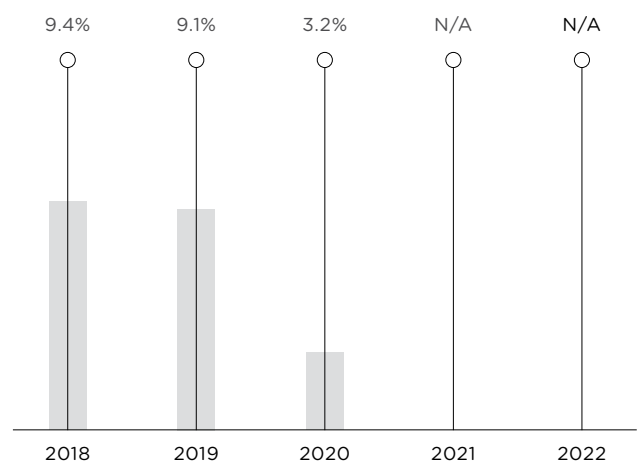
Shareholders' Equity (RM mil)



Earnings Per Share (sen)

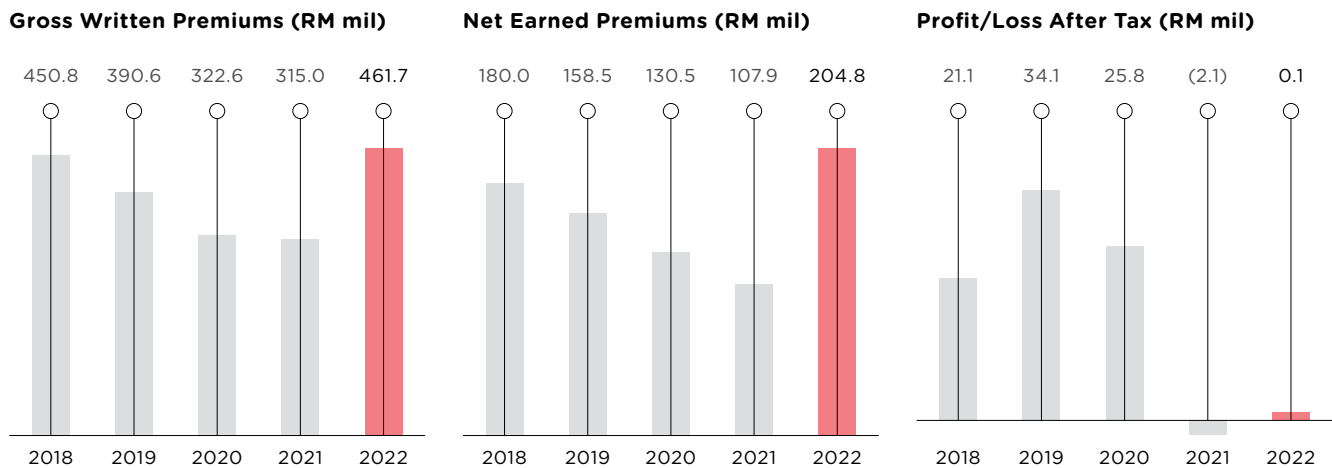


Return On Equity (%)

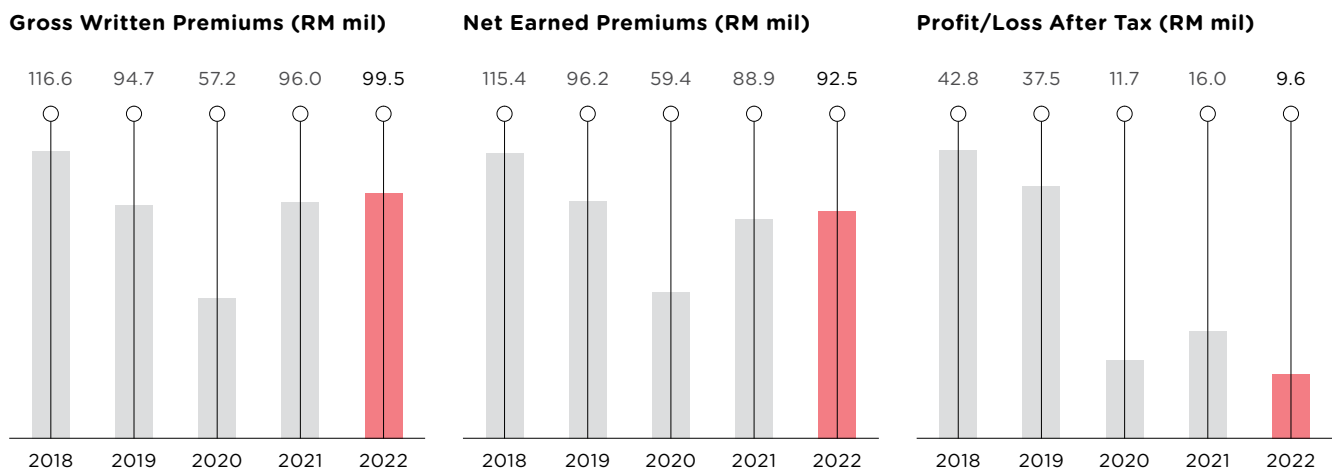


FINANCIAL HIGHLIGHTS

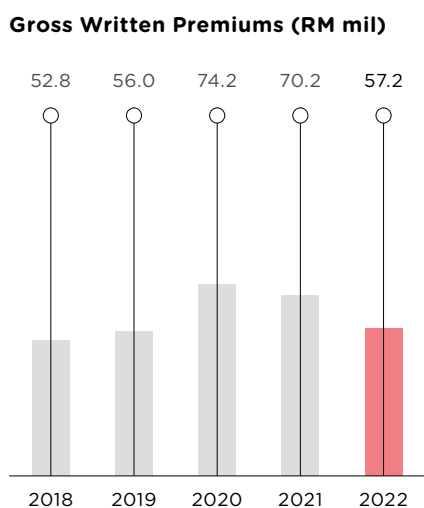
TUNE PROTECT MALAYSIA



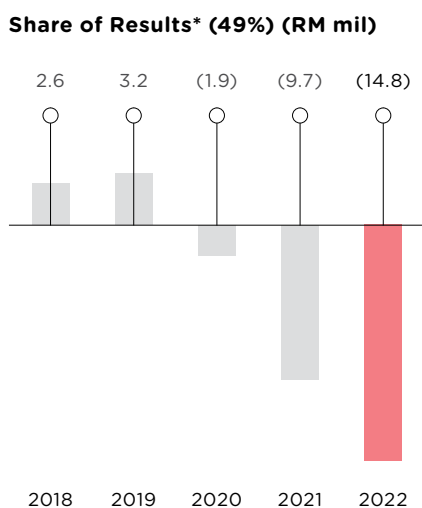
TUNE PROTECT RE



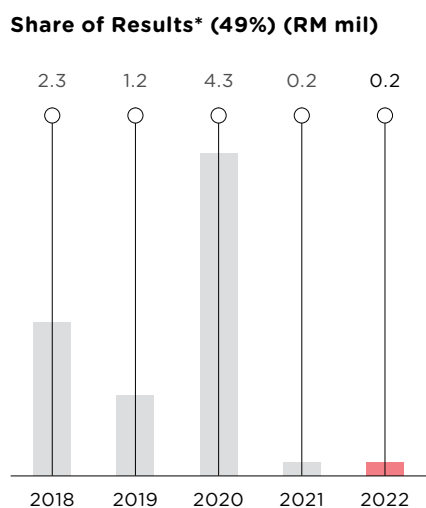
TUNE PROTECT THAILAND



TUNE PROTECT EMEIA

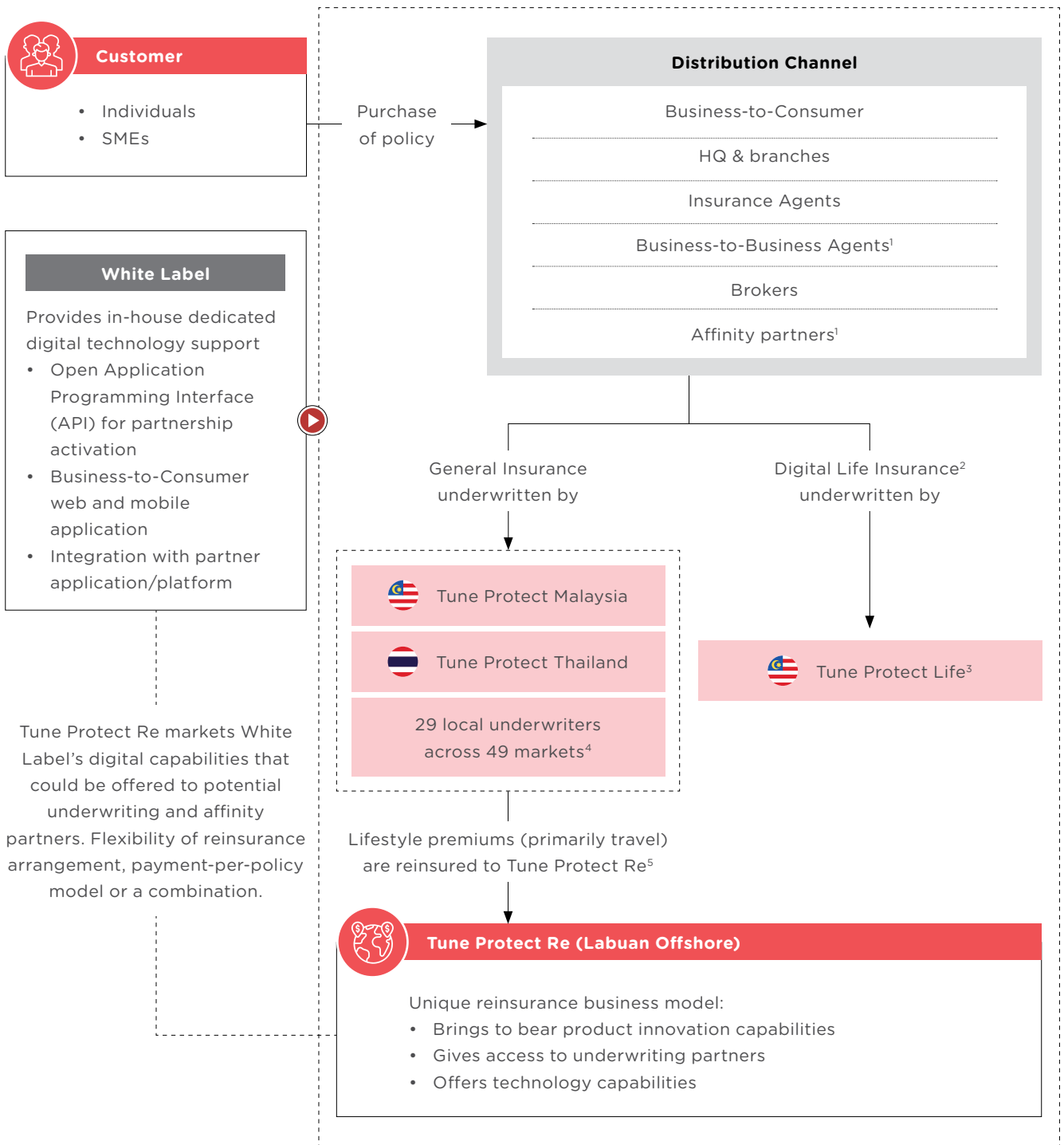


TUNE PROTECT EMEIA



* Tune Protect Thailand and Tune Protect EMEIA's numbers have been converted to Ringgit Malaysia

OUR BUSINESS MODEL



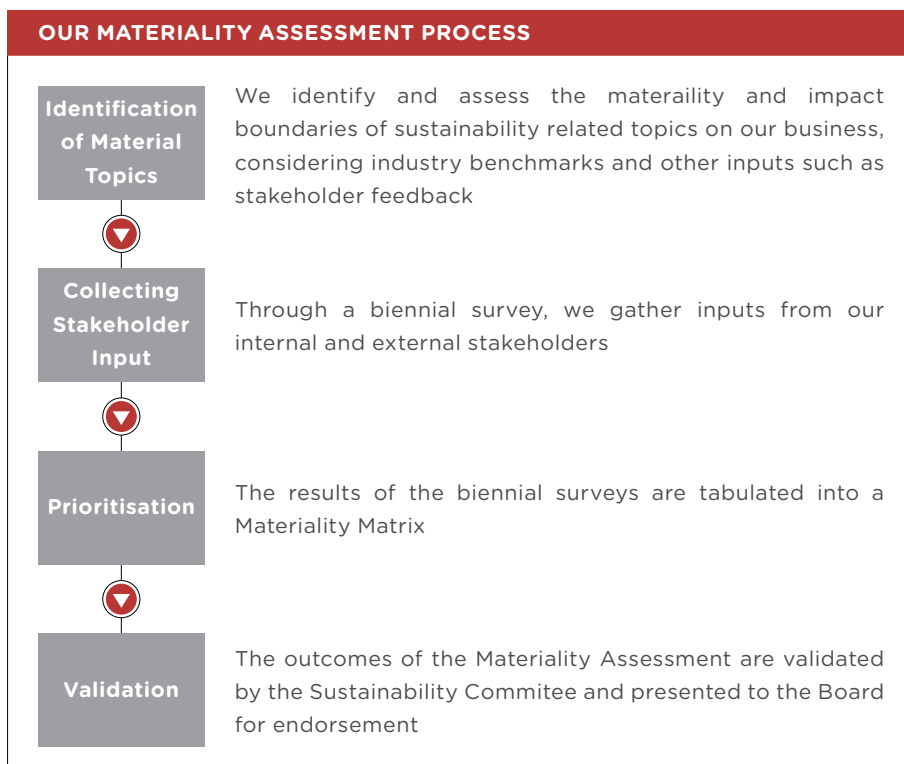
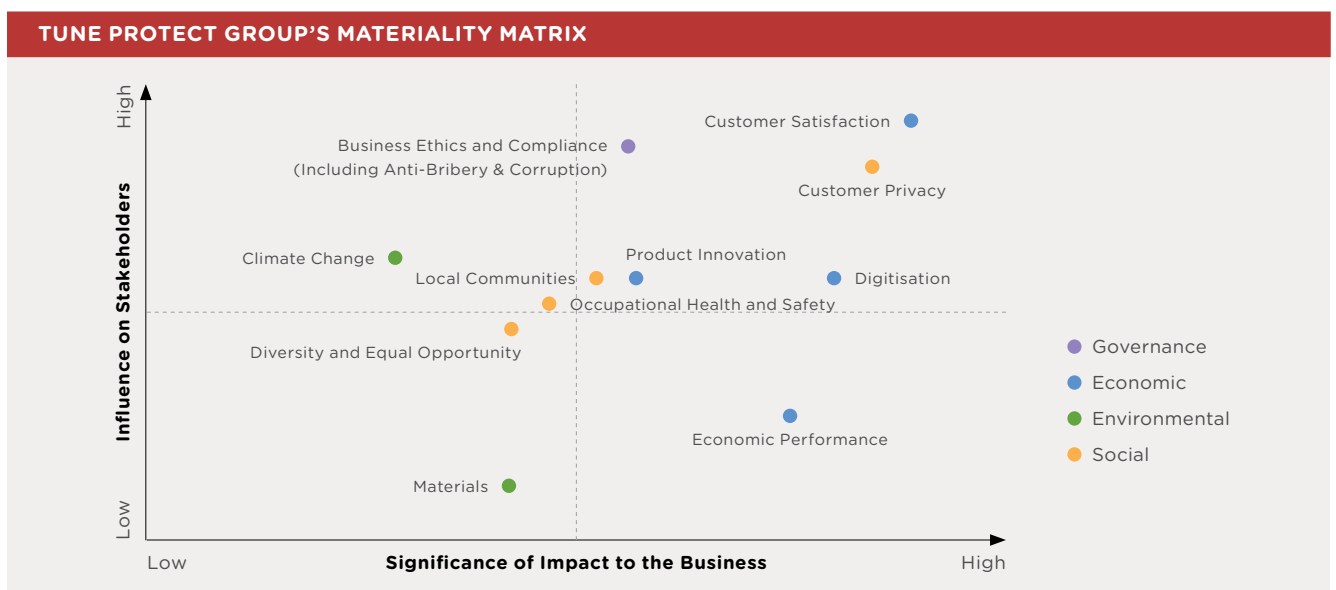
Footnotes:

¹ Including those facilitated by Tune Protect EMEIA
² Distribution channels for digital life premiums are Business-to-Consumer, Brokers, Intermediaries and Affinity partners as of April 2023
³ Subject to Bank Negara Malaysia's regulatory requirements within the ambit of the Financial Technology Regulatory Sandbox
⁴ Including inbound markets
⁵ Lifestyle premiums (primarily travel) are reinsured to Tune Protect Re, while other premiums (including those underwritten by Tune Protect Life) are reinsured to various third-party reinsurers based on the level of risk tolerance

MATERIAL MATTERS

Our material matters are issues that impact the Group’s performance and ability to create long-term value for our stakeholders. We place significant emphasis on our materiality assessment process to ensure that the Group is kept abreast of and can act in a timely manner on the issues that can impact us the most. These insights guide the Group in developing the appropriate responses to the relevant sustainability risks and opportunities that matter the most to the stakeholders.

We conduct a biennial Materiality Assessment, and annually review the relevance of the material topics identified. In 2022, to ensure our material matters reflect evolving market trends - which is crucial to supporting our management approach - our Sustainability Committee (“SuCom”) affirmed and validated an in-depth review of the Group’s sustainability material topics. The annual review confirmed the continued relevance of the material topics identified and materiality matrix as developed in 2021. We will conduct a full Materiality Assessment in 2023.






In 2021, we assessed the materiality of 11 topics, including two new topics of Climate Change and Customer Privacy. Our internal and external stakeholders were then engaged via an online stakeholder engagement survey to determine the degree of importance of the 11 material topics to the Group. We received 361 responses from our stakeholders in 2021 and affirmed that the two new identified material topics and the existing nine material topics remained relevant and important to the Group.

Subsequently, the prioritisation of the material topics was deliberated by SuCom and were presented to the Board in November 2021 for their endorsement.

STAKEHOLDER ENGAGEMENT

| MATERIAL TOPIC | DESCRIPTION |
|---|--|
| Customer Satisfaction | Evaluating and ensuring customers' satisfaction on the products and services offered |
| Customer Privacy | Ensuring personal and sensitive data of customers, employees and business partners are safeguarded |
| Business Ethics & Compliance (including Anti-Bribery & Corruption) | Organisation's CoC which includes prohibition from any form of bribery across the organisation |
| Climate Change | Managing our carbon emissions through underwriting and investment |
| Diversity and Equal opportunity | Building and retaining a diverse workforce which practices equal treatment without any form of discrimination or prejudice |

| | 1 | 2 |
|---|--|--|
| | EXPECTATIONS & CONCERNS | OUR RESPONSE |
|  CUSTOMERS | <ul style="list-style-type: none"> Business Ethics & Compliance (Including Anti-Bribery & Corruption) Customer Privacy Customer Satisfaction Digitisation Product Innovation | <ul style="list-style-type: none"> Complying with BNM/PIAM regulatory requirements, as well as adherence to the Company's CoC and Code of Business Conduct for Third Parties ("CoBC"). Privacy Policy in place. Measuring customers satisfaction through NPS surveys for customer, partner and employee experience ("CX", "PX", "EX") and Transactional NPS for touchpoints such as Claims, Sales and Contact Centre. One stop customer portal. Offering varieties of products & services to suit customers' needs (bite-sized products), and conducting customer focused group discussions to gain forward thinking insights on customers' preference. |
|  REGULATORS AND GOVERNANCE BODIES | <ul style="list-style-type: none"> Business Ethics & Compliance (Including Anti-Bribery & Corruption) Customer Satisfaction Climate Change Customer Privacy Local Communities | <ul style="list-style-type: none"> Maintaining and reinforcing our governance measures to ensure ethical behaviours are embedded within our work culture. Consistently reviewing our operations for compliance to prevailing regulatory requirements. |
|  SHAREHOLDERS, INVESTORS AND ANALYSTS | <ul style="list-style-type: none"> Strategic direction Financial performance Digitisation initiatives Governance Shareholders' returns ESG | <ul style="list-style-type: none"> Actively engaging with shareholders, investors and analysts. Ensuring timely and comprehensive updates on the financial results, new initiatives and any material events. Focused on providing updates on the progress of our three-year strategic plan (2021-2023). Integrating ESG considerations into business decisions. |

STAKEHOLDER ENGAGEMENT

| MATERIAL TOPIC | DESCRIPTION |
|---|--|
| Digitisation | Utilising digital technologies to provide convenient and sustainable solutions for stakeholders and leveraging digital channels for a better overall customer experience |
| Product Innovation | Creating offerings & solutions in line with customers’ evolving needs & provide innovation through partnerships & collaboration |
| Materials | Resources Consumption - Conserving materials used such as adopting paperless across in-control processes |
| Local Communities | Engaging local communities through CSR programmes and initiatives |
| Economic Performance | Maintaining a healthy financial and capital position to foster a sustainable business whilst delivering long-term value for our shareholders |
| Occupational Health & Safety | Maintaining a healthy and safe workplace environment |

3

METHOD & FREQUENCY OF ENGAGEMENT


- **Customer Service Centre** - Location and operating hours available on the corporate website
- **Customer Satisfaction Survey (Customer NPS Survey)** - Bi-annual
- **Digital platforms, i.e. mobile application, B2C and B2B2C** - 24/7
- **Social media platforms** - 24/7
- **Email** - As and when
- **Online survey (sustainability survey)** - Biennial

- **Regulatory reporting** - Monthly, Quarterly, Bi-annual, Annually
- **Correspondence and monitoring via letters, emails and calls** - As required
- **Face-to-face meetings and review** - Scheduled/Ad hoc basis
- **Online survey (sustainability survey)** - Biennial

- **AGM (Annual Reports, Shareholders’ Circulars and CG Report)** - Annually
- **Analyst briefings (analyst presentation slides, interim financial statements and press releases)** - Quarterly
- **Regular dialogues (one-on-one and group meetings, webinars, conferences, roadshows and Corporate Days)** - Ad hoc basis
- **Investor Relations webpage** - 24/7
- **Online survey (sustainability survey, analysts, institutional and retail investors’ feedback)** - Ad hoc basis, Biennial

IMPACT ON TUNE PROTECT

Customers play a central role in our business success. Through our focus on customer-centricity, we seek to understand and deliver our customers’ expectations on products and services which build brand loyalty and exceptional services to meet our aspirational promises of our 3-3-3 commitment.

 For more information on our 3-3-3 commitment, please refer to our disclosures on Customer Satisfaction in the Sustainability Statement on page 46.

Strong relationships with governance and regulatory bodies will help provide up to date information on emerging regulations while ensuring we operate within compliance requirements.

The investment community contributes towards the market valuation of our share prices.

STAKEHOLDER ENGAGEMENT

| | 1 | 2 |
|--|---|---|
| | EXPECTATIONS & CONCERNS | OUR RESPONSE |
|  <p>EMPLOYEES</p> | <ul style="list-style-type: none"> • Business Ethics & Compliance (Including Anti-Bribery & Corruption) • Customer Privacy • Customer Satisfaction • Digitisation • Occupational Health & Safety | <ul style="list-style-type: none"> • Ensuring that all employees are well cared for, respected and valued through fair compensation and benefits, and providing an inclusive workplace. • Managing and empowering our employees via access to training and personal development. • Engaging our employees via enriching engagement activities and volunteerism. |
|  <p>AGENTS AND INTERMEDIARIES</p> | <ul style="list-style-type: none"> • Customer Satisfaction • Customer Privacy • Training & Education | <ul style="list-style-type: none"> • Providing training to Agents on products, the PDPA and AML, ensuring Agents meet the required Continuing Professional Development (CPD) hours. • Communicating with sales force to get feedback in order to understand the needs from the sales teams and Agents. |
|  <p>LOCAL COMMUNITIES</p> | <ul style="list-style-type: none"> • Business Ethics & Compliance (Including Anti-Bribery & Corruption) • Customer Privacy • Economic Performance • Occupational Health & Safety • Local Communities | <ul style="list-style-type: none"> • Conducting engagements with community partners to enhance their reach and enable us to reach out to the unserved, underserved and underprivileged through sponsorships and direct employee volunteerism. |
|  <p>MEDIA</p> | <ul style="list-style-type: none"> • Climate Change • Customer Privacy • Customer Satisfaction • Digitisation • Local Communities | <ul style="list-style-type: none"> • Leveraging on various media channel platforms, ensuring that the media is kept abreast of our achievements and progress to disseminate key corporate and consumer information to the public. |
|  <p>BUSINESS PARTNERS</p> | <ul style="list-style-type: none"> • Business Ethics & Compliance (Including Anti-Bribery & Corruption) • Customer Privacy • Customer Satisfaction • Digitisation • Product Innovation | <ul style="list-style-type: none"> • Aligning business partners with our organisation's CoC by ensuring disciplined business and well-managed customer privacy. • Offering products in line with customers' evolving needs through partnership and collaboration by leveraging on digital technologies to provide convenient and sustainable solutions to business partners for a better customer experience. |

STAKEHOLDER ENGAGEMENT

3

METHOD & FREQUENCY OF ENGAGEMENT

- **CoC Month activities** - Annually
- **Internal engagement activities (including onboarding workshops, in-house webinars, town halls, team building, social media platform on Workplace by Facebook)** - Monthly, Quarterly, Ad hoc basis
- **Performance reviews** - Ongoing
- **Policies and procedures** - via Corporate intranet
- **Employee Engagement Survey (Employee NPS Survey)** - Bi-annual
- **Online survey (sustainability Survey)** - Biennial

- **Training and awareness** - Annually
- **Online survey (sustainability survey)** - Biennial

- **Community activities** - Scheduled/Ad hoc basis
- **Community partnerships** - Scheduled/Ad hoc basis
- **Online survey (sustainability survey)** - Biennial

- **Media engagements** - As required
- **Media interviews and press releases** - Twice per quarter
- **Company/Corporate events** - Quarterly
- **Online survey (sustainability survey)** - Biennial

- **Meetings (face-to-face/virtual, and group meetings)** - Scheduled/Ad hoc basis
- **Due Dilligence** - Onboarding and upon renewal
- **Partner Satisfaction Survey (Partner NPS Survey)** - Bi-annual
- **Online survey (sustainability survey)** - Biennial

IMPACT ON TUNE PROTECT

Employees are the backbone of our operations. A skilled, high performing and engaged workforce drives value creation while executing business strategy.

Agents and intermediaries are responsible for liaising sales and managing claims.

Engaging with local communities' concerns is our responsibility to cultivate long-term and mutual trust.

Robust media relationships ensure efficient dissemination of information on our unique value proposition and ensure brand recognition.

Long-term strategic partnerships to leverage each other's unique strengths for sustainable growth and continuous value creation.

TOP RISKS & HOW WE MANAGE THEM

| TYPE OF RISK | CAUSES AND CONSEQUENCES OF THE RISK | CONTROL/MITIGATION PLAN |
|---|---|--|
| Operational Risk - Availability of capable resources | <p>Management is aware that multiple long-term projects running in the Group (e.g., MFRS17 and New Core System) have stretched the team. Turnover was high for some departments such as the Information Technology and Finance Departments. Whilst the turnover rate has stabilised towards end of 2022, there are still key positions that are vacant.</p> | <p>Whilst the search for capable resources is ongoing, Management has put in place various initiatives including talent management programmes. Long-term incentive schemes for critical roles are put in place to attract talents to join the Group and also retain existing talents.</p> |
| Technology Risk - Cybersecurity/ Cyber threats - Information System | <p>We face challenges such as the early detection of cyber threats within our IT environment and responding to those threats. Visibility of the said threats is crucial in providing immediate preventive measures and responses to minimise any potential impact to business operations.</p> <p>Unauthorised access and data losses from our Business Applications also pose risks to our operations which involve confidential data, particularly that of our customers, employees and business partners.</p> <p>We face the threat of unplanned downtime of Tune Protect's systems which will lead to business disruption and an inability to operate at an optimal level.</p> | <p>To combat and mitigate technology risks, we implement various control measures.</p> <p>Our Security Operation Centre is in place to provide 24/7 security monitoring of servers and network devices as well as early detection of potential threats. We have long established and consistently review our User Access Matrix for our systems; while incident response and management to contain damage, eradicate attackers' presence and restore the integrity of the network and systems are in place and tested regularly.</p> <p>To mitigate unplanned downtime risks or during a Cyber incident, we ensure there is continual business operations via our Disaster Recovery Plans which are tested annually. Annual penetration tests and vulnerability assessments are performed on newly implemented digital initiatives to ensure any identified weakness are remediated prior to launch.</p> |
| Compliance | <p>We will be exposed to legal penalties, financial forfeiture and material loss should the Group fail to act in accordance with industry laws and regulations, internal policies or prescribed best practices.</p> | <p>As part of our compliance risk management and mitigation measures, we conduct ongoing compliance awareness training sessions for all employees; regular monitoring of adherence to regulatory requirements is in place; and we perform regular gap analysis on applicable regulatory requirements with applicable action plans to mitigate these gaps.</p> |
| Financial | <p>We are exposed to financial risks such as concentration risk and credit risk.</p> | <p>Our exposure to financial risks is managed through diversification of our business portfolio to reduce reliance and dependency on a limited number of business partners. We also maintain capital above the regulatory requirement by establishing internal target levels that act as early warning indicators to ensure financial soundness.</p> |

TOP RISKS &
HOW WE MANAGE THEM

| TYPE OF RISK | CAUSES AND CONSEQUENCES OF THE RISK | CONTROL/MITIGATION PLAN |
|---|--|---|
| <p>Transformation Project</p> | <p>We have experienced delays in some of our key transformation projects which are mainly due to prioritisation challenges and limited resources.</p> | <p>Management is closely monitoring the project plans we have put in place, while project managers are appointed to ensure projects are completed in a timely manner.</p> |
| <p>Core System Replacement Project</p> | <p>This is a major project for us that is taking place in the largest subsidiary of the Group to replace the existing core system which will be hosted on the cloud. We have obtained regulator approval for the partners who will assist us in implementing this system as well as conditional approval for the core system to be hosted on the cloud.</p> | <p>This is a key risk for us as the project involves significant investment of resources. Phase 1 of the project went live in the fourth quarter of 2022, from the initial plan of launch in the third quarter of 2022. Strategically this has impacted some other initiatives on simplification and efficiency, and has also caused further strain on resources. Management is closely monitoring the project plan we have put in place and have incorporated this into the KPI's for key management of the largest subsidiary of the Group.</p> |
| <p>Climate Change</p> | <p>Our home markets are experiencing increased frequency of flooding due to the effects of Climate Change.</p> | <p>Climate Change is one of the risks managed at the enterprise level, and the Management is kept abreast of the physical and transition risks related to Climate Change through the Sustainability Committee. We have incorporated scenario analyses for flood risks into our underwriting and reinsurance operations as well as to determine the capital adequacy of the Company.</p> |
| <p>New & Emerging Risk - Strategic risk in meeting shareholder commitments in light of 2023 market condition</p> | <p>We have recorded unexpected increases in costs - e.g., reinsurance costs, adjuster fees, service provider fees, and etc.</p> | <p>Management continues to monitor unexpected increases in costs. Repricing initiatives need to take place for selected products to even out the impact on higher reinsurance rates.</p> |
| <p>New & Emerging Risk - Natural catastrophe</p> | <p>In 2022, the occurrence of landslides in several states of Malaysia claimed lives and property, sending shock waves across the country. There were also massive floods ravaging the northeastern states of Kelantan, Terengganu and Pahang as well as other states like Johor, Perak and Sabah.</p> <p>This risk is not only due to Climate Change but various other factors such as deforestation and movement of water underground. The Organisation for Economic Co-operation and Development (OECD) has also remarked that the underlying factors of risks have changed (e.g., pathogen resistance, weather patterns), thus we are exposed to higher severity claims.</p> | <p>Although the Group has its internal process to accept risks from the aforementioned areas, what cannot be established or determined is where exactly the next catastrophic event will occur, and how it will impact the lives of people including employees and loss or damages to property.</p> <p>This risk will also be monitored systematically moving forward with the implementation of the CRMSA Policy issued by BNM.</p> |

OUR VALUE CREATION MODEL

OUR INPUTS TO THE CAPITALS

F FINANCIAL CAPITAL

- Market capitalisation as at 31 December 2022: RM236.8 million
- Total assets of RM1.6 billion
- Zero gearing
- Credit rating:
 - Tune Protect Group (RAM Ratings): A₂ P1
 - Tune Protect Re (A.M. Best): bbb
- Capital adequacy ratio and solvency of the Company and its subsidiaries ranges between 2x-6x above regulatory minimum

H HUMAN CAPITAL

- 484 diverse employees operating across the Group
- Investment in training and development for the Board and employees
- Positive relationship with trade unions
- 81.6% Lean certified workforce with eight newly recognised scrum masters

S SOCIAL & RELATIONSHIP CAPITAL

- Access to over 150 million customers (own and via partners)
- Global footprint in 49 countries* and a network of 29 local underwriting partners
- Diversified list of partners (73 digital partners including six exclusive airline partners)
- 1,226 insurance agents in Malaysia
- Circa 2,000 B2B agents in the Middle East, Bangladesh and India
- Annual CSR contribution of up to RM350,000 or 0.5% of Group PAT, whichever is lower

I INTELLECTUAL CAPITAL

- Home-grown, scalable Travel, Health and Lifestyle protection platforms
- PUMP, our digital healthtech platform to track health and reward customers via the Tune Protect Mobile Application
- Unique reinsurance business model
- Integrated 13 robotic process automations into 41 progressive internal processes
- Launched B2B travel portal in Malaysia
- New core system being rolled out - Phase 1 launched in 2022
- Currently hosting a portion of our core system on the cloud
- Strong CG framework with robust policies and procedures

N NATURAL CAPITAL

- Exclusions for coal, weapons and tobacco manufacturers embedded across our underwriting practices
- Paperless in our in-control processes
- Developing required climate action and environmental protection initiatives to conserve energy, paper and water

M MANUFACTURED CAPITAL

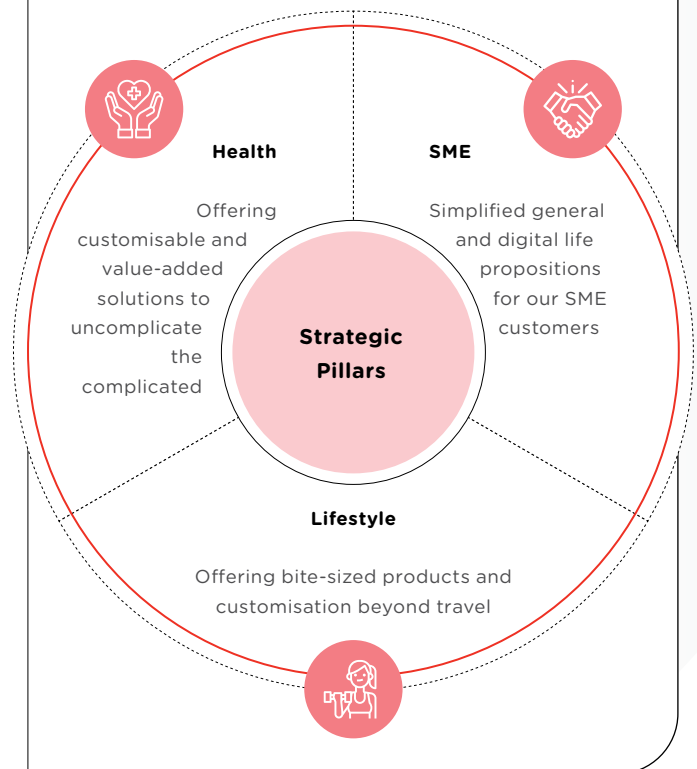
- Tune Protect Malaysia's 17 branches (including our headquarters and new flagship lifestyle branch in Bukit Jalil, Kuala Lumpur)
- Tune Protect Re Labuan's registered office
- Two local offices in Dubai and Bangkok

* Including inbound markets



Strategic Direction:

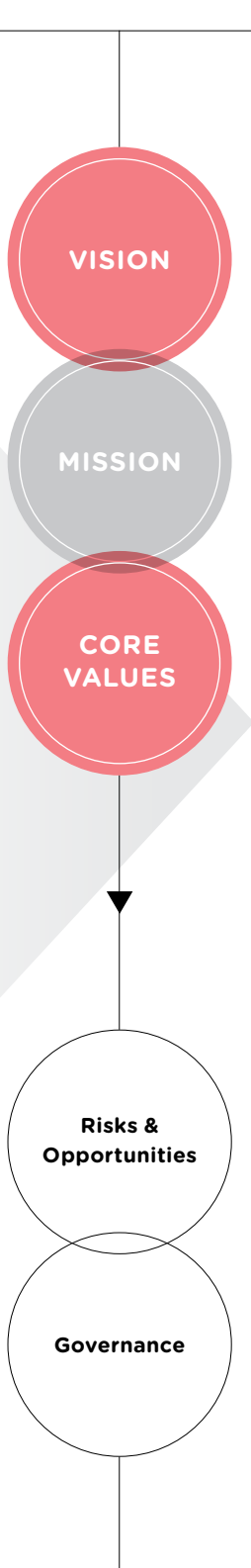
- 1 **Build an insurance company that everyone LOVES**
- 2 **Leverage AirAsia ecosystem to increase revenue**
- 3 **Build an ASEAN-based insurer**



How Success is Defined by 2023:

- ✓ Retention upwards towards 70.0% in all Lines of Business
- ✓ More efficient organisation on a ratio basis
- ✓ To evolve our tech arm into a profit centre
- ✓ To grow our ASEAN presence
- ✓ Mobile-first company
- ✓ To be among NPS leaders in our preferred market
- ✓ To be an employer of choice among insurers for millennial talents
- ✓ To be inducted as a FTSE4Good constituent

OUR VALUE CREATION MODEL



The Key Differentiators

- Well capitalised. The Company and its subsidiaries' solvencies are well above the minimum local regulatory requirements
- Broad & diversified geographical reach, distribution partners and product offerings (including COVID-19 coverage)
- 'Better together' culture; skilled, diverse and agile workforce
- Balanced workforce gender composition
- Digitalised and simplified insurance processes & customer experience
- Products & services created with mobile-first value
- Increased customer acquisition from preferred segments



For more information, refer to:

1. Internal Policies, pages 128 - 130.
2. Sustainability Statement, pages 40-89.

OUR 2022 KEY OUTCOMES

S1 EMPLOYEES

- Flex working arrangements prioritising work-life balance, health and safety
- Employer of choice with NPS of +26% (+52% increase since baseline, established in April 2021)
- Achieved an average of 34.2 training hours per employee
- 8.2% of our new hires came from our internship pool, with 16.4% of all new hires being zillennials
- Close to half of our employees are millennials and zillennials
- HR Online Awards 2022 - Best In-House Certification Programme

S2 CUSTOMERS

- Focus on customer-centricity via our customer pledge and 3-3-3 commitment
- CXP Best Customer Experience Awards 2022 - Excellence in Customer Experience
- Insurance Asia Award 2022 - Travel insurance Initiative of the Year and Insurance Administrator of the Year - Malaysia
- Finalist of The World's Digital Insurance Award 2022 - Insurer Transformation Category
- Global Banking & Finance Review 2022 - Best Online Insurance Company and Best Travel Insurance Product (iPass) - Thailand
- Customer NPS of +39% (+55% growth since baseline, established in April 2021)
- Growth of 2.7x y-o-y in Tune Protect Mobile Application installations (Malaysia only) and 3.8x y-o-y growth in transaction volume via mobile application
- 92%** of flood claims were paid to our customers within 3 workings days after the 2022 flooding in Terengganu

S3 SHAREHOLDERS & INVESTORS

- Retention ratio in our preferred lines are currently above the 70% target
- Inducted into the FTSE4Good Bursa Malaysia Index since December 2021, the only insurer on the Index and have improved our score from 3.3 to 3.6 in the year under review
- 10.5% ESG investments funds mix
- Partnered with Indonesian insurtech start-up, Goala - extending our online medical plan offerings

S4 REGULATORS AND GOVERNANCE BODIES

- Top 17 public listed company for CG Disclosure by MSWG
- Highest ranked insurance company on the Top 100 Companies for CG Disclosure by MSWG
- MSWG-ASEAN CG Awards 2021 - Excellence Award for CG Disclosure
- Complied with regulatory requirements

S5 BUSINESS PARTNERS & INTERMEDIARIES

- Our Group-wide partner NPS was +63%
- Launched our B2B travel portal for our partner travel agencies in Malaysia
- Conducted two SME-focused CEO networking workshops and in early 2023 launched the SME EZY product under the BNM Financial Technology Regulatory Sandbox

S6 COMMUNITIES

- Invested 1,517 employee volunteerism hours in community investment projects
- Embedded charity element in all new applicable B2C products. With the exception of Travel and PA, for every B2C policy sold, RM6 was channelled towards charitable causes
- RM150,000 was contributed towards CSR initiatives

** For claims below RM20,000.

CHAIRMAN'S REVIEW

DEAR VALUED SHAREHOLDERS,

I am pleased to report that despite it having been yet another challenging year, Tune Protect Group has continued to advance its business strategies and sustainability agenda to create future value for our stakeholders. We are turning the corner and moving closer than ever to achieving our 2023 goals, while doing so in a responsible and sustainable manner.

Dato' Mohamed Khadar bin Merican

Chairman, Independent
Non-Executive Director



CHAIRMAN’S REVIEW

NAVIGATING A CHALLENGING OPERATING ENVIRONMENT

Globally, inflationary headwinds persisted longer than expected, especially in the United States; while uncertainties in Asia Pacific’s equity market, in particular China - weighed on Tune Protect’s investment income. However, our conservative positioning in the domestic bond market shielded and stabilised us amidst the volatility arising from the relentless upward drive in the US Federal Fund Rates, as interest rates increased by a cumulative 4.25% in 2022. Tune Protect’s investment portfolio rebounded in the fourth quarter of 2022 and ended the year on a breakeven note.

In the insurance industry, we witnessed motor claims normalising to pre-COVID-19 levels and growth in the motor, PA and fire segments in Malaysia. This contributed to the Malaysian general insurance industry’s Gross Direct Premium growth of 10%¹ in 2022, while in Thailand there was a rise in COVID-19 claims, which tailed off towards the end of the year, as the pandemic subsided.

FINANCIAL PERFORMANCE

Tune Protect made a LAT of RM34.2 million for the year. Despite taking on losses, we are buoyed by the positive indicators seen in our business performance. For the fourth quarter of 2022, we turned around with a profit after tax of RM2.2 million². The Group is close to reaching our retention ratio of 70.0%, attributable to a solid year-on-year growth across all our preferred lines of business. Our FY2022 results indicate that our growth plans are moving in the right direction as we experience more efficiency on a ratio basis, given that the rate of growth of our NWP continues to outpace expenses.

¹ Source: Persatuan Insurans Am Malaysia (PIAM)
² Quarterly figures are unaudited, however, are in-line with quarterly disclosures to the public and regulatory bodies.

IMPROVING PERFORMANCE

RM2.2 million

profit after tax in the fourth quarter of 2022

MANAGEMENT PERFORMANCE

We are pleased with the performance of our management team. We have made positive strides in our eight key strategic commitments to realise our three-year strategy (2021-2023), especially on the technological and digital front. Notably, we are the first insurer to be given approval by BNM to re-platform our existing insurance core system onto the cloud. We also launched new health features via our mobile applications in both Malaysia and Thailand, delivering interactive benefits such as tracking an individual’s fitness and wellness, and a rewards system for adopting a healthy lifestyle. Significantly, we have also made our first foray into the digital life insurance market, following approval to participate in the financial technology regulatory sandbox by BNM.

As a result of our efforts in delivering value to our stakeholders, we have been recognised with several awards. In Malaysia, we were pleased to receive the Insurance Asia Awards 2022 for Insurance Administrator of the Year and Travel Insurance Initiative of the Year; while in Thailand, we bagged the Global Banking & Finance Awards 2022 for the categories of Best Online Insurance Company and Best Travel Insurance Product.

Our focus on customer centricity has enabled our NPS to rise significantly over the past two years and we are edging ever closer to global industry NPS averages.

As a testament to our persistent efforts to elevate customer satisfaction, the Group is proud to report that in Malaysia, we were also recognised for our Excellence in Customer Experience, as we received the CXP Best Customer Experience Awards 2022, and have been listed among the Top 16 companies across various industries for customer service.



CHAIRMAN’S REVIEW

SUSTAINABILITY

Sustainability is a fundamental differentiator that is now a key part of the business, and the Group keeps a close tab on new developments to enhance best practices. To stay focused on our commitments, we identified six areas back in 2021 which guide us in our sustainability journey as we continue to align our ESG agenda with the UN SDGs and other best practices.

KEY HIGHLIGHTS



50% of our board members are women. 38.2% of our leadership team are women.



In 2022, we donated a total of RM30,000 to Madhya’s Gift.

Environmentally, we are focused on reducing our impact through our zero-paper commitment for in-control processes. We also collaborate with various parties that can assist us in realising our goals to preserve the planet. Among these efforts were our partnerships with the Malaysian Nature Society and the Free Tree Society, which saw us planting tree saplings around Kuala Lumpur in our bid to work towards a greener earth.

In the Social aspect, we are particularly proud of our progress in Diversity and Inclusion, which highlights the advancement of women and gender parity in our organisation. 50% of our board members are women. 38.2% of our leadership team are women, just short of our target of 50%. An Unconscious Bias Workshop was also held for people managers to foster a more inclusive workplace. These milestones motivate us to continue to appreciate and nurture women and diversity in our workforce.

We also fulfil our social advocacy through CSR activities as we continue to invest and support the unserved, underserved and dependent communities. Yayasan Chow Kit (“YCK”) continues to be our CSR partner for the year. Madhya’s Gift, a children’s healthcare fund managed by YCK, receives RM6 for every online policy sold, other than for Travel and PA products. In 2022, we donated a total of RM30,000 to Madhya’s Gift through this mechanism.

From the governance perspective, we continue to strive for good governance practices across the organisation, from Board members to employees and all third parties engaged with our operations. In 2022, 100% of employees completed the Code of Conduct refresher training.

Our sustainability achievements have earned us various awards. In 2022, we were acknowledged by The Edge Malaysia ESG Awards 2022 – GOLD award for the Most Improved Performance over 3 Years (Market Capitalisation of less than RM300 million). We remain the only insurer on the FTSE4Good Bursa Malaysia Index and have been awarded the MSWG-ASEAN Corporate Governance Award 2021 – Industry Excellence Award (Financial Services). We are also pleased to have been recognised for upholding transparency in our corporate reporting practices, having received the Best Annual Report (small cap) award from the Investor Relations Magazine for our Integrated Annual Report 2021.

CHAIRMAN'S REVIEW



IR Magazine South East Asia Awards 2022 - Best Annual Report (small cap) Award

MSWG-ASEAN Corporate Governance Award 2021 - Industry Excellence Award (Financial Services)

A PROACTIVE AND OPEN INVESTOR RELATIONS APPROACH

The Group remains keenly aware of the growing interest in what we do, how our business works and how we are creating value. In that context, we adopt a proactive investor relations approach that is aimed at democratising the participation of investors from all walks of life. The year under review was unprecedented in that sense as we engaged with over 230 individuals in 38 meetings, including group and one on-one meetings, webinars, conferences and Corporate Days.

We successfully organised two Corporate Days in 2022, where we provided key updates on our three-year strategic plan in the first, and showcased our technology and mobile application capabilities in the second. We also co-hosted three online webinars with Stockbit, Kenanga and RHB, respectively, by leveraging on their sizeable retail base, and self-organised our first ever YouTube live webinar.

OUTLOOK

Looking ahead, BNM has forecast Malaysia's Gross Domestic Product (GDP) to grow between 4.0% and 5.0% and inflation to average between 2.8% and 3.8% in 2023.

We are hopeful that economic activities will continue to flourish especially, in the travel sector. We have taken steps to isolate, as much as possible, the volatilities of the bond and equity markets. Against this backdrop, I believe that we must stay consistent and focused on our strategies and plans as they had been developed for the long term growth of the Group. The main focus will be on further fortifying and scaling our capabilities through partnerships for business growth while at the same time ensuring better cost efficiencies. We look forward to growing our insurtech arm, White Label, and the successful debut of Tune Protect Life, our digital life insurance company.

I am also confident that our products and strategic collaborations will continue to strengthen our expansion in our three pillars of Lifestyle, Health and SME, and support our commitments to close the protection gap with easy and affordable policies for the underserved and unserved markets.

ACKNOWLEDGEMENTS

I am grateful for all the support we have garnered from our stakeholders towards the Group's business throughout the years. To our shareholders, your unwavering confidence in our company has enabled us to pursue our vision and achieve our goals for the best interest of stakeholders.

I also extend my heartfelt appreciation to our Board Members for their guidance, our efficient and effective management team, trusted business partners and our loyal employees for their hard work, dedication, and commitment towards the success of our organisation. All your efforts have enabled us to navigate through challenging times and achieve our objectives.

My special appreciation goes to our regulators, whose continuous support and guidance, have allowed us to grow in the direction we have chosen.

Our stakeholders' support will always be essential in ensuring that we continue to make a positive impact on the communities we serve. Thank you for standing by us and for being an integral part of Tune Protect's success.

GROUP CEO'S MESSAGE

FINANCIAL HIGHLIGHTS



**NET WRITTEN
PREMIUMS - HEALTH**

RM23.2

million



**NET WRITTEN
PREMIUMS - LIFESTYLE**

RM285.0

million



**NET WRITTEN
PREMIUMS - SME**

RM33.0

million

Net Written Premiums - Commercial
RM5.8 million
(full exit by FY2023)

Rohit Chandrasekharan Nambiar
Group Chief Executive Officer,
Tune Protect Group

DEAR VALUED SHAREHOLDERS,

I am pleased to present our IAR2022 for the Group which details our business performance and communicates the context of our operating environment. Given that we are now more than halfway through our three-year strategic plan (2021-2023), this report is also a timely opportunity for me to provide you updates on where we are now and how close we are to achieving our goals.



GROUP CEO'S MESSAGE

REMAINING FOCUSED ON THE ENDGAME

As we conclude the second year of our three-year strategy, it is an opportune time to look back at what we have achieved, take stock and then ready ourselves for the final push. In that sense, it is also pertinent for me to revisit the context of our thinking behind this strategy and what we had set out to achieve.

Firstly, when I came on board in October 2020, it was clear that the Group's growth had stagnated, our expense ratios were at unacceptable levels and customers did not enjoy their interactions with us. We also had an overreliance on the travel business, and we were not making enough investments into technology. The three-year strategy was created to overcome these challenges and we put in place eight commitments that would guide us to achieve our goals.

It is important to note here that this is where my thinking departs from the market, in that, I really am looking at the endgame. In my view, there will always be ups and downs in any business, which are generally reflected in quarterly results, but the ultimate focus should always be on what are we doing to successfully cross the finish line.

Broadly, I am pleased to report that we have indeed moved the needle significantly in 2022 across most of our eight commitments. Most significantly, the Group recorded its highest topline¹ since listing and recorded our best ever customer experience scores. In addition, we have diversified ourselves beyond the travel business, added even more digital partners from around the world and begun our journey into the insurtech space. With a year left to go, we look to be in relatively good shape.

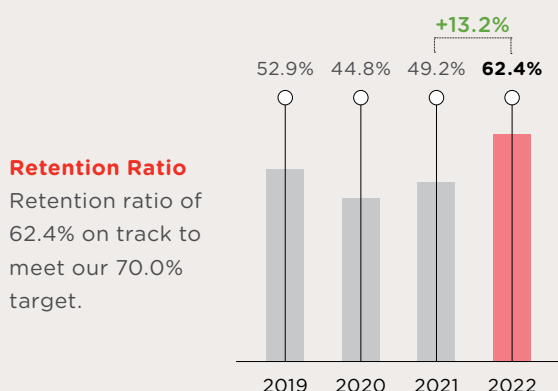
There were however, as to be expected, some parts of our journey that we could have done better, which is mainly to do with the losses we incurred this year. Some of these losses were expected as our topline grew tremendously and therefore drove expenses higher, which in the insurance industry, have to be booked immediately whereas premiums have to be earned over time.

In other areas of the business, we took in losses on the COVID-19 Health product from Thailand as well as investment paper losses in equity portfolios amid a volatile investment market in 2022 that similarly affected anyone invested in these markets. Motor claims also outpaced our efforts at repricing our policies during the year, but we believe that we have mitigated this factor that only came about because of economic activities returning to normal. Meanwhile, resources directed into our new digital life business could not yield results as early as we would have liked given that we had to wait for regulatory approvals.

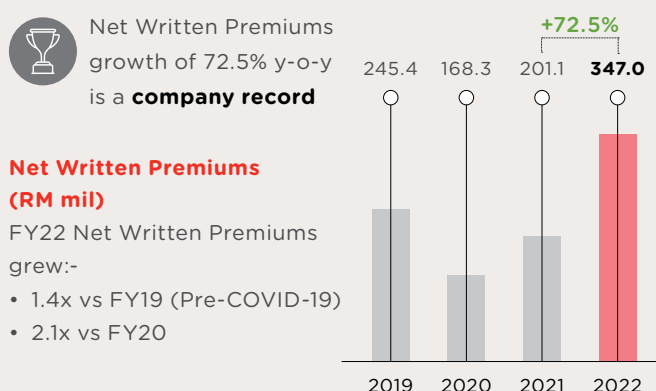
GOOD RETENTION AND GROWTH MOMENTUM

In 2022, we have inched closer towards the goal of achieving 70.0% retention ratio. With the exception of the SME pillar, both the health and lifestyle pillars are already significantly above 70.0%, while our overall retention ratio for 2022 was 62.4%, as the deliberate exit from our least preferred commercial business started to take effect. Our NWP grew by an impressive 72.5% led by growth in the foreign worker segment of the Health pillar; PA, motor and travel via digital partners as well as our ecommerce platform in the Lifestyle pillar; and fire insurance in the SME pillar. To sustain growth, we have continued forging new digital partnerships with a range of businesses here, in Southeast Asia and the Middle East.

FY2022 ANALYSIS



Retention Ratio
Retention ratio of 62.4% on track to meet our 70.0% target.

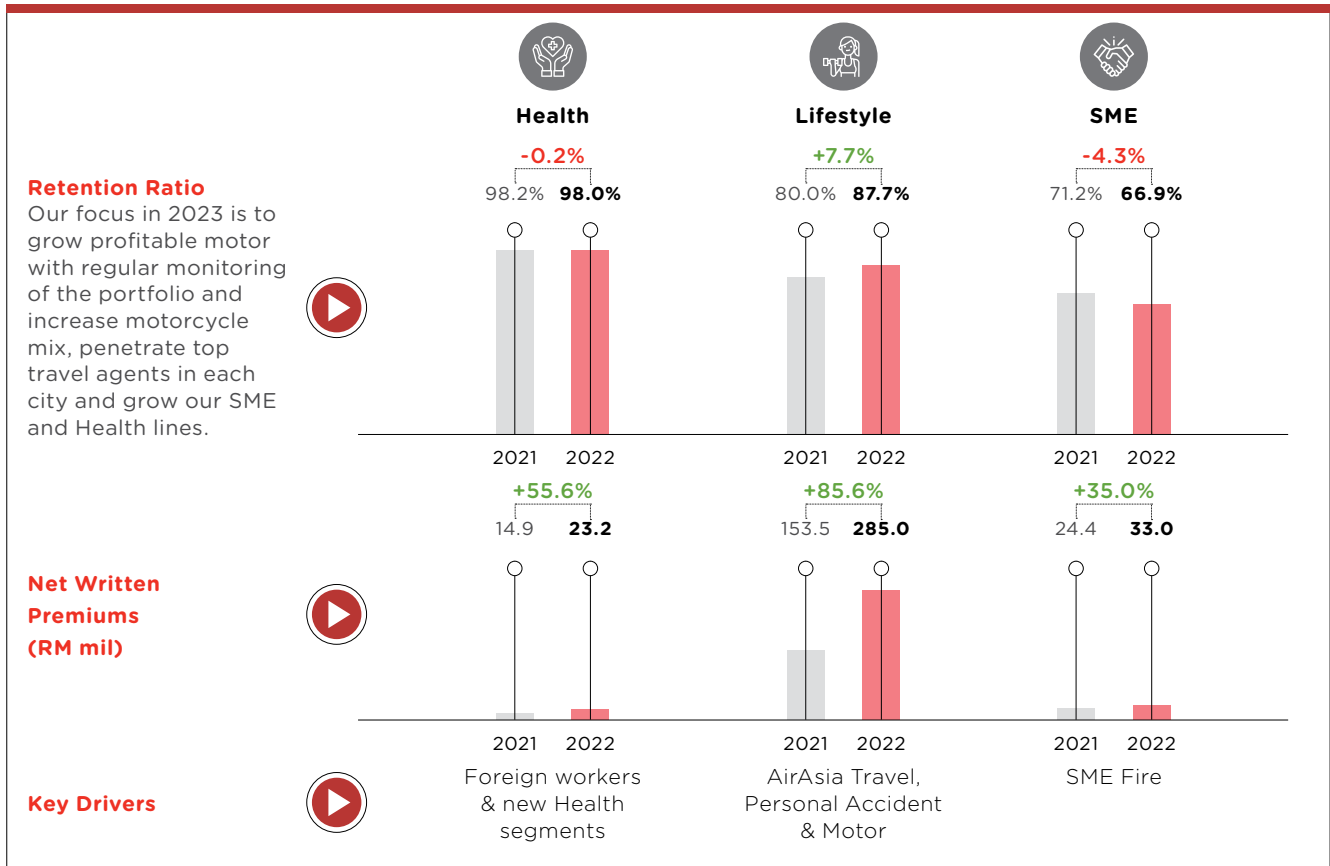


Net Written Premiums (RM mil)
FY22 Net Written Premiums grew:-
• 1.4x vs FY19 (Pre-COVID-19)
• 2.1x vs FY20

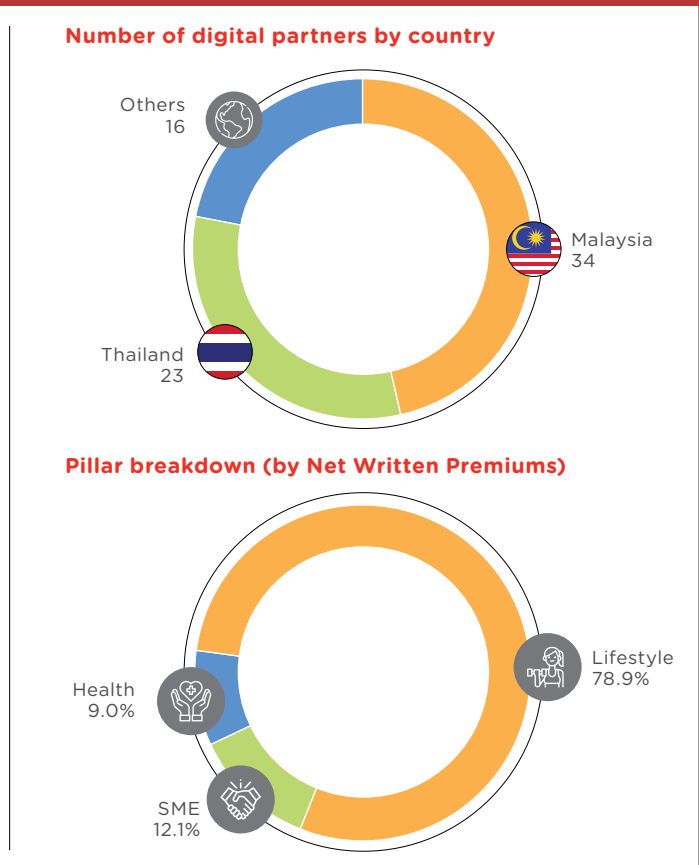
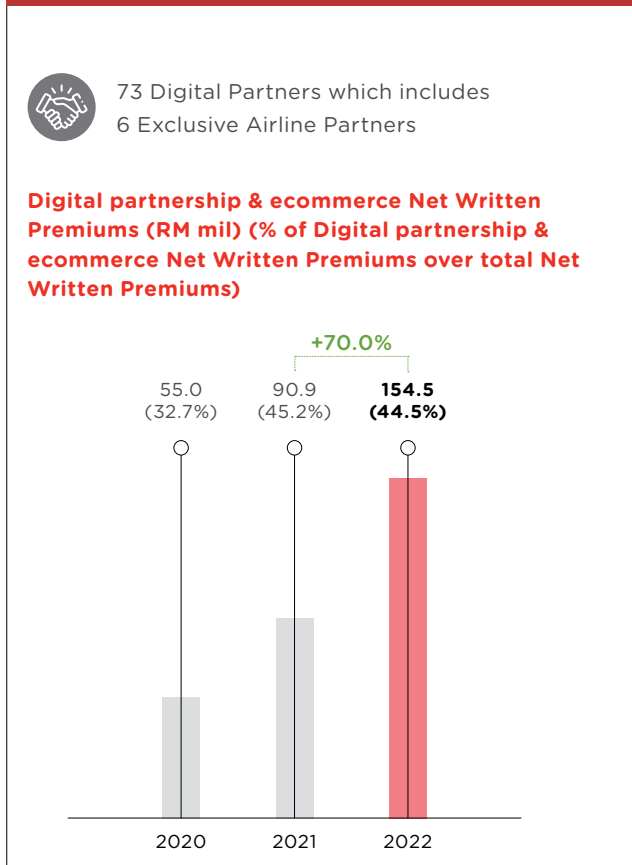
Net Written Premiums
growth of 72.5% y-o-y is a **company record**

¹ Topline refers to our total Net Written Premiums.

GROUP CEO'S MESSAGE



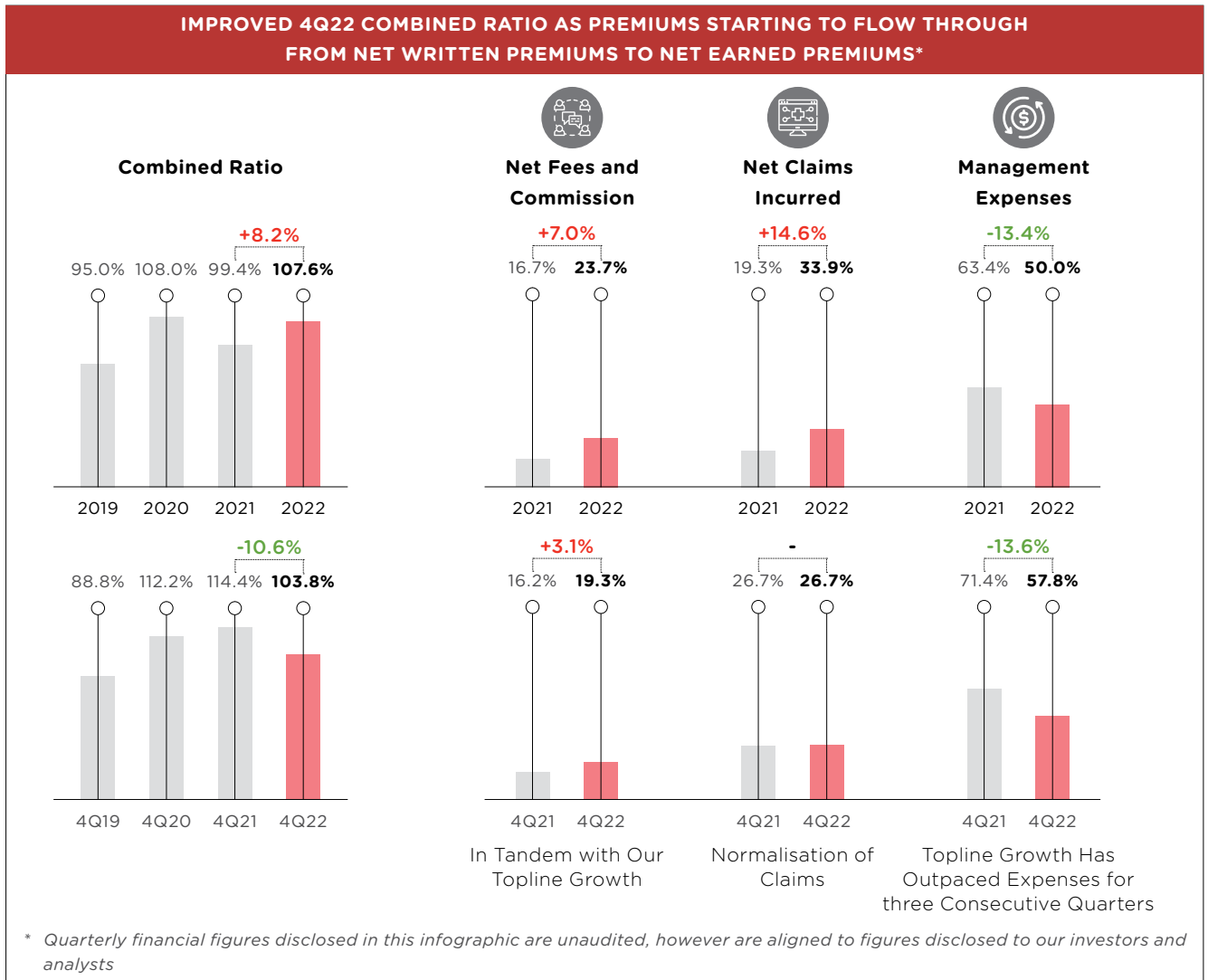
DIGITAL PARTNERSHIP & ECOMMERCE - A GROWING SEGMENT AND A SIGNIFICANT CONTRIBUTOR



GROUP CEO'S MESSAGE

IMPROVING RATIOS

Our management expense ratios which had been a legacy issue have definitely improved. The Combined Ratio was slightly above the 100% threshold, a result of premiums trailing expenses and higher motor loss ratios. Our aim is to achieve a positive Combined Ratio position by the end of 2023.



CUSTOMERS EMBRACING INSURANCE SIMPLIFIED

Our efforts to deliver simple yet effective insurance solutions alongside excellent customer service have certainly gained traction this year. From what was a negative Customer NPS of -16% in April 2021, it has swung to +39% at the Group level and +48% for Malaysia alone in 2022, indicating that we are truly meeting our customer needs and expectations. In the year under review, we have further improved the customer experience, added new digital offerings and sped up approvals of own damage motor claims below RM3,000 to within two hours, in line with our 3-3-3 commitment.

OUR ASPIRATIONAL PROMISE TO CUSTOMERS

3
minutes to buy

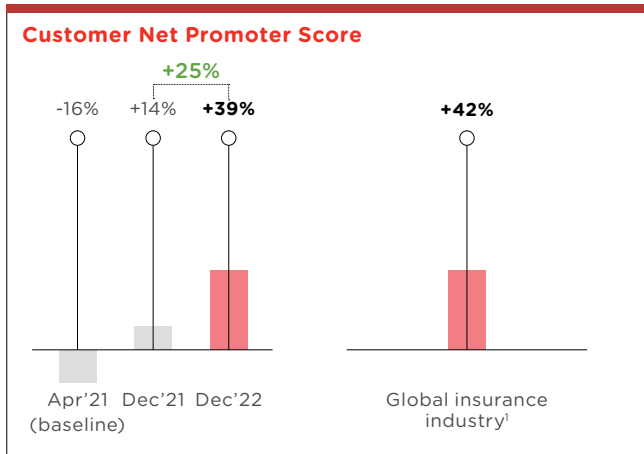
3
hours customer response time*

3
working days claim payout**

* Applicable to enquiries received on business days via all channels
 ** Applicable for online products only upon approval, excluding flood claims which are upon acceptance of offers

GROUP CEO'S MESSAGE

Our progressive efforts in enhancing the customer experience earned us the CX Award: CXP Best Customer Experience Awards 2022, at Customer Experience Asia's regional awards for excellence in customer experience and we ranked within the Top 16 companies in Malaysia across different sectors.



The Group has benefited from the reopening of the economy and travel recovery post-COVID-19 related restrictions, as our unique customer count increased by almost twofold from 1 million in the first quarter of 2022 to 1.9 million in the fourth quarter. Another positive indicator for the Group was customer vintage, or duration of customer retention since first policy, which recorded steady growth throughout the year. In terms of age composition, the Group's customers are predominantly 20 to 45 year-olds, comprising 60.5% of the mix. This demonstrates that the Group is focusing on the right segment through our various lifestyle brand and marketing campaigns, as well as the offering of products and services that are appealing to this market segment.

MOBILE FIRST APPROACH

A key part of why we have been able to deliver products and services that meet market needs is our mobile first approach that enables us to roll out innovative, simple and intuitive mobile first applications. It is also a critical enabler of business growth. In 2022, we added new functionalities such as a health tracking tool and a claims submission module. Our flagship health tracking tool, known as PUMP, was introduced in December 2022 and enables users to track their health via wearable devices that tracks steps and sleeping patterns, and offers rewards for adopting a healthy lifestyle. Downloads of our mobile application in Malaysia and Thailand have increased 5.7x in the past year.

EMPLOYER OF CHOICE AMONG MILLENNIALS

This year, we have definitely prioritised both employee engagement and talent recruitment to strengthen our workforce. We recognise that the younger generation comprising millennials and zillennials will be the ones driving consumer trends and consequently, our business. In 2022, about 16.4% of our total recruitment were zillennial candidates, an increase from 10.7% in 2021. Our Employee Engagement Survey revealed that overall, employees rated their experience as satisfactory for nine out of 11 key dimensions, covering leadership effectiveness, working processes and personal well-being.

Our commitment to developing our people was acknowledged by the industry as we were awarded Gold for the Lean Ninja programme at the Human Resources Online's Employee Experience Awards 2022 in the category of Best in-house Certification Programme.

| Customer Tracking Metrics ² | | | | | |
|--|------------------------------------|---|---|---------------------------------------|---|
| | Unique active customer count (mil) | Average active policy per customer ³ | Average product per customer ⁴ | Customer vintage (years) ⁵ | Average premium per active customer (RM) ⁶ |
| 1Q22 | 1.0 | 1.4 | 1.2 | 5.3 | 335.8 |
| 2Q22 | 1.7 | 1.3 | 1.2 | 5.5 | 220.8 |
| 3Q22 | 1.9 | 1.3 | 1.1 | 5.6 | 202.3 |
| 4Q22 | 1.9 | 1.3 | 1.1 | 5.7 | 204.2 |

¹ Source: ClearlyRated

² Inclusive of Tune Protect Re, Tune Protect EMEIA, Tune Protect Malaysia and Tune Protect Thailand

³ Number of active policy/unique active customer

⁴ Number of product by nature/unique active customer

⁵ Duration of active customer been with us since its first policy

⁶ Total Gross Written Premiums/active customer base

GROUP CEO'S MESSAGE

PAVING THE WAY FORWARD WITH INSURTECH

We have made a significant stride forward in evolving our insurance technology expertise into a revenue generator for the Group with evolution of the Group's tech arm, White Label, moving away from being just a support function. With White Label, we are able to provide an insurtech platform for our partners to distribute their insurance propositions and solutions. While we have since acquired three clients for this platform, it has proven challenging to scale up this business further due to the difficulty in obtaining and retaining tech talent this past year, coupled with recruiting resources being directed to the parts of our business that were really growing. As such, there is still some way to go before White Label becomes a significant revenue generator.

I am also pleased that we obtained approval from BNM in 2022 to migrate our core system onto the cloud, making us the first insurer to obtain approval to host our core system on the cloud. With this, we will be able to achieve greater speed-to-market and introduce more innovative products and services to our customers.

Our ability to punch above our weight in the insurtech space was most certainly recognised as we emerged as a finalist competing against the likes of insurance giants such as AIA, Ping An and Zurich for The World's Digital Insurance Awards 2022 - Insurer Transformation Category organised by The Digital Insurer.

ADVANCING SUSTAINABILITY

The Group has continued to make considerable progress in its sustainability journey. Guided by our sustainability framework, we remain true to our commitments to Zero Coal in underwriting and investments by 2030, ensuring the inclusion of elements of charity in our online products, investing 6,000 hours in CSR programmes from 2022 to 2024 and achieving 50% women leadership by 2023 as well as identifying 50% of successors for critical roles from internal talent.

This year, we updated our underwriting procedures and guidelines as well as investment policies to incorporate coal exclusions. We also launched two new products with an element of charity namely Critical Safe+, an online critical illness insurance policy and Bike Easy, an affordable motorcycle insurance providing coverage for loss/damage to motorcycles due to accident or theft/fire.

OUTLOOK

Looking ahead, we will continue to stay the course with regards to our eight commitments and our three-year strategy, in order to achieve our 2023 goals. Although we may have already attained some of the targets under our commitments in 2022 itself, we are still focused on ensuring that our performance remains intact going forward and that we bring the ship home safely. As of now, I believe the only two commitments which may require more time to achieve is turning the White Label platform into a significant revenue generator and our expansion into the Southeast Asia region.

For the wider insurance industry, there remains significant opportunities across the three pillars of Lifestyle, Health and SME. Our pilot digital life product, as a start, is specifically designed for the SME segment, while the post-pandemic environment continues to drive demand in the Lifestyle and Travel segment. In line with this, the Group will focus on increasing digital adoption via our mobile first approach and strengthen our commitment to improving the customer experience further.

ACKNOWLEDGEMENT

I take this opportunity to thank all employees for their loyalty to the organisation, your commitment and resilience continues to inspire me to be a progressive leader. I am also grateful for my management team who have done an outstanding job in ensuring that our strategies are effectively executed, paving way for continuous growth. The Board has played an instrumental role in giving us their sound counsel and foresight which guided us to achieve sustainable growth and value creation for our stakeholders.

I also express my appreciation to various stakeholders including our customers, partners and relevant authorities for their support towards Tune Protect. It is with your trust that we advance forward to better serve your needs.

I also warmly welcome Jubin Mehta as the newly appointed CEO of Tune Protect Malaysia who joined us in May 2022. With his wealth of experience accumulated over two decades from the banking industry and most recently in the financial technology field, I look forward to his leadership in bringing our general insurance arm to greater success.

MANAGEMENT DISCUSSION & ANALYSIS

INTRODUCTION

The year 2022 was a year of recovery as the world fully transitioned into the endemic phase of the COVID-19 health crisis. With high vaccination rates and a decline in infections, governments relaxed movement restrictions and restored travel through the reopening of international borders. At the global level, prices of goods and commodities increased due to the Russia-Ukraine war which disrupted supply chains, coupled with stronger consumer demand in line with the return to normalcy. Central banks responded with tighter monetary policy that impacted investment markets and dampened the economic growth outlook. Domestically, Malaysia saw a strong increase in economic and business activities given that the borders gradually reopened, demand for insurance remained healthy coupled with the various policy initiatives meant to alleviate the burden of the people post COVID-19.

KEY HIGHLIGHTS

NET WRITTEN PREMIUMS

RM347.0

million

RETENTION RATIO

62.4%

for the year

LOSS AFTER TAX

(RM34.2)

million

TOTAL ASSETS

RM1.6

billion

PERFORMANCE OVERVIEW

Despite the broader global economic uncertainties, 2022 was a reasonably steady year for Tune Protect as we continued to advance our business strategies and started to see what success looks like in some of our focus areas.

This is due to our product innovation and diversification beyond our travel business. In boosting our preferred segments, we have launched products that fulfil the needs of the market, in particular our targeted millennial and zillennial consumers.

This is further supported by the strengthening of our digital and technological capabilities as we continue to position ourselves as the leading insurtech player in Malaysia and the ASEAN region. Our investments into our technological growth will remain a key enabler for our preferred pillars, i.e., Lifestyle, Health and SME, and act as an accelerator of our transformation journey.

We also continue to collaborate with partners globally, providing insurance solutions via our digital platforms. In the year under review, we strategically increased the number of partnerships to cover diverse industry backgrounds to further reinforce our business presence, expand consumer touchpoints and, in time, yield greater revenues.

FINANCIAL PERFORMANCE

The year 2022 saw a strong financial performance by the Group as we delivered record topline growth and our highest GWP and NWP since our initial public offering in 2013. Y-o-y, GWP increased 36.0% from RM409.0 million in FY2021 to RM556.1 million in FY2022. Simultaneously, NWP increased by 72.5% from RM201.1 million to RM347.0 million for FY2022. Most significantly, the fourth quarter of 2022 was also Tune Protect's first profitable quarter since the third quarter of 2021.

We attribute this performance to our robust strategy and the focus on our preferred segments of Lifestyle, Health and SME, in which we have heavily invested in the past year. We also saw the broader effects of our gradual planned exit from the Group's commercial business, especially with retention ratios reaching 62.4% for the year, indicating that we are on track for the 70.0% target by the end of 2023.

MANAGEMENT DISCUSSION & ANALYSIS

Despite the record performance by Tune Protect, we reported a LAT of RM34.2 million in FY2022, compared to the LAT of RM18.2 million in FY2021. The increase in LAT was mainly due to an increase in the share of losses in our Thai associate and a decrease in underwriting profits due to normalisation of claims, particularly in the general insurance segment.

Notwithstanding the challenges, Tune Protect continued to remain resilient and focused on strengthening the organisation. During the year under review, we leveraged technology to improve efficiency and enhance customer experience to sustain its competitive advantage.

FINANCIAL POSITION AND LIQUIDITY

Total assets for the Group was RM1.6 billion, whereas total liabilities stood at RM1.1 billion as at 31 December 2022. Net assets per ordinary share attributable to owners of the parent decreased from RM0.75 as at 31 December 2021, to RM0.70 as at 31 December 2022, mainly attributable to net loss incurred during the year. The Group and its Overseas Ventures maintain zero gearing in 2022 and will continue to exercise prudent fund management in order to maintain a sound financial position in relation to the needs of our ongoing strategic initiatives.

CAPITAL AND RESOURCES MANAGEMENT

The Group and its Overseas Ventures maintain a solid capital base through our effective and prudent capital management in order to achieve business sustainability. In complying with the capital adequacy and solvency requirements, both of our insurance and reinsurance subsidiaries have healthy levels of capital solvency, coupled with an adequate set of monitoring mechanisms and controls in place. There were no requirements for additional capital resources and our capital structure remained the same in FY2022.

DIVIDEND

Our operations are supported and financed by dividends upstreamed from our respective subsidiaries and the amount of dividend is highly dependent on the performance of the subsidiaries. We remained conservative, despite the country's economic rebound, due to uncertainties caused by global events and channelled our resources into expanding our business through diversification beyond the travel business. There was no dividend distributed in 2022 as the Company's priority was to direct our funds

toward investments for growth. In doing so, we were able to further enhance our product offerings, expand our presence in new markets and weather uncertainties to overcome challenges.

HOW WE HAVE CREATED VALUE

PARTNERSHIPS

In 2022, we continued to form collaborations that complement Tune Protect's business. We now have 73 partners on board with us, including new digital partners and six exclusive airline partners that will assist us in expanding our customer reach. Our digital partnerships and ecommerce NWP grew 70.0% y-o-y, with the Lifestyle pillar taking the lead, contributing 78.9% to the overall NWP, followed by SME at 12.1% and Health at 9.0%.

With the reopening of travel borders and the increase in tourism traffic, we continued to invest in our Lifestyle pillar by adding seven new organisations to our list of travel partners namely Cover Genius (for an online travel agent), Langkawi Tourism Association, Thai Airways, Fincrew, Mayflower, AXSS Insurance, and VNPay. Through these partners, we were able to extend the various Travel protection solutions under our belt such as inbound and outbound Travel PA as well as travel protection with COVID-19 coverages to their customers.

Expanding on our long-standing partnership with AirAsia, we launched the airasia Super App Travel Insurance to more than 700 domestic and international airline brands flying to more than 3,000 destinations that are available on the airasia.com website. This exclusive partnership is in line with airasia Super App's aspiration of being an Online Travel Agent offering services and travel deals outside of AirAsia's network.

Closer to home, we enhanced the AirAsia Travel Protection product to include COVID-19 coverage for more comprehensive protection. The COVID-19 enhancements include medical expenses for Stage 3 to Stage 5 COVID-19 infections, emergency overseas evacuation and repatriation, hospital income and bereavement allowances, compassionate visit for a relative or friend, and trip cancellation due to COVID-19.

We have also made our online travel, motor and home contents products available on the MyDigi app and portal, which belongs to one of the top telecommunication companies in Malaysia, in addition to extending our Home protection via partners such as Instahome and Bjak.

MANAGEMENT DISCUSSION & ANALYSIS

For our Middle East market, we have secured FlyArna, the Armenian low-cost carrier which we will work with for B2B2C Travel initiatives. FlyArna, our sixth airline partner, is a joint venture between the Armenian National Interests Fund (ANIF) and AirArabia Group. We also partnered with AXSS Insurance for our UAE market, utilising their AI-powered insurtech platform for our Travel PA policies. Our successful penetration into Vietnam's travel market was marked by the launch of our instant claims notifications and payment services in partnership with a leading e-wallet provider, Momo via our local Vietnam insurance partner, Bao Viet. We have also finalised two new insurance partners in Vietnam with our provision of reinsurance training, product development services and technology, in exchange for their healthcare and lifestyle portfolio.

We also explored the B2B travel segment and formed partnerships that will boost our business presence. In Malaysia, we have formed partnerships with travel agencies and launched our B2B travel portal in their agencies and in our branches nationwide. The portal will be introduced next in Thailand. The portal has extended B2B travel to all distribution channels, including AirAsia, broking agencies and partnerships.

Under our Health pillar, we partnered with Indonesian insurtech start-up, Goala which has recently expanded its offerings to include health insurance. Goala is an insurance and takaful products aggregator for cars and motorcycles, PA, property and travel. With Goala, we extended our online medical plan offerings to customers, who can now apply online with a minimum premium of RM400 per annum.

OUR KEY PILLARS OF GROWTH



LIFESTYLE

Our Lifestyle segment has added new and innovative products and initiatives to its portfolio in 2022. Staying true to our tagline 'Insurance Simplified', we focused on launching and enhancing our products and services to meet the needs of our customers, especially in providing a fast turnaround time and a seamless customer experience.

The 3-3-3 commitment is our promise to customers to deliver the purchase of online products within three minutes, have a response time of within three hours via any of our channels, and pay out claims within three working days after the claims are approved. In 2022, we brought our 3-3-3 commitment to our customers with the Motor Comprehensive Private Own Car Damage policy through the Tune Express Claim Module. Customers are able to receive their claims within two hours for amounts below RM3,000 in the event of a self-accident without any third party involved, where no police or adjuster's reports are required.

In serving our customers who are motorcycle riders, our Bike Easy policy was launched to provide affordable motorcycle insurance which covers loss/damage to motorcycles due to accidents, theft or fire. Customers also received other benefits such as a 10% online discount on top of the No Claim Discount (NCD), coverage for towing, third-party liabilities and legal costs.

The Travel Smart Delay product was launched for our EMEIA market and offers coverage for flight delays. Customers will receive instant claims notifications when booked flights are delayed, with all submissions completed online without the need for supporting documents.

In support of the government's Perlindungan Tenang programme, we collaborated with Jabatan Kemajuan Orang Asli (JAKOA) to offer our Tenang PA Care to approximately 30,000 Orang Asli (Indigenous People Groups) across Malaysia. Tenang PA Care was introduced in February 2022 and we have since worked with digital partners to distribute the product on their platforms.

OUTLOOK AND PROSPECTS

With the encouraging performance indicators coming out of our three-year business strategy, Tune Protect will be continuing the momentum by focusing on the efficient execution of our eight key areas of commitment. Barring unforeseen circumstances, we are on track to achieving the targets for the majority of our key areas and will be concentrating on boosting three commitments: evolving our tech arm, White Label, into a profit centre, becoming a more efficient organisation on a ratio basis and growing our ASEAN presence further.

Although Malaysia's Gross Domestic Product (GDP) growth will ease to around 4.0% to 5.0% in 2023 (as forecast by BNM) compared to the 8.7% growth registered in 2022, the Group is optimistic about the growth opportunities within the Lifestyle, Health and SME segments. Apart from winning new clients and gaining market share, we will be actively exploring more ways to expand our services and

MANAGEMENT DISCUSSION & ANALYSIS



HEALTH

In response to the increasing importance of health and well-being, the Group launched our first critical illness health insurance, Critical Safe+ in Malaysia. The policy is an affordable online health insurance which covers advanced stages of critical illnesses with flexible options for our millennial and zillennial target audiences. Critical Safe+ is a flexible critical illness protection plan that gives the option to customers to choose between the top 2, top 5 and up to 39 critical illnesses with a sum insured from RM30,000 up to RM200,000. It helps customers cope financially when diagnosed with a critical illness and enables them to focus on recovery. Our 3-3-3 commitment is also applicable for this policy and if the claim is not received within three days of the approval date, Tune Protect will compensate 1% of the sum insured.

In Thailand, we launched Bao Wan, a diabetes protection plan that covers, among others, diabetic coma, loss of vision, severe illnesses due to diabetes (coronary heart disease, limb amputation, organs transplant, diabetic nephropathy), and PA. The plan also grants complimentary access to the Dfit Program where customers can reach out to personal health coaches and have blood tests done at affiliated hospitals at any time. There are four different plans to choose from to suit our customers' budget for a sum insured between THB250,000 up to THB2,000,000.

Our new PUMP platform, which promotes healthy lifestyle and well-being, is now activated within the Tune Protect Mobile Application. Users can track and monitor physical activities, mental wellness and nutrition via lifestyle wearables. The free platform is also filled with content and challenges to enable users to earn free rewards.

offerings together with our partners. By leveraging White Label, we will be able to offer broader and deeper collaborations with our partners.

Tune Protect is also anticipating a further rebound in the Travel segment as tourism, including business travel, starts to pick up. We are confident that our products under our preferred segments will be able to drive demand for our Travel segment, aided by our presence via our strategic partnerships in various countries.

To develop our competitive advantage in digital and technology, we have kickstarted initiatives that are stepping stones to new opportunities, including our potential foray into the life insurance market, following the approval from BNM to participate in the digital life insurance sandbox. We will also continue to work with our partners to further strengthen our market presence in the respective countries to provide easy access and tech assets to both business partners and our customers.



SME

The rise of digital skillsets as a critical knowledge during the pandemic helped many businesses survive the challenges of COVID-19. To assist our SME clients to rebuild and enhance their businesses, we worked with the AirAsia Academy (formerly known as the Redbeat Academy) to enrol employees of our SME clients into the two-day specialised BINA Digital programme. BINA Digital is a specially curated programme that upskills and equips our SME clients with digital knowledge and techniques. Conducted online, the programme is a structured introduction and guide for SMEs in building business plans and includes online productivity tools.

We also launched our Business Shield Programme and engaged the SME segment by hosting two SME industry roundtables. The session was attended by over 60 industry leaders and we were able to gather insights and identify touchpoints with SME customers. We developed a user-friendly sales kit targeting profitable segments or industries to reduce our portfolio volatility and plan to diversify distribution channels to be digital-ready for SME B2C channels and partnerships.



We have embarked on our large-scale branding exercise with the launch of T.P. the Thumb as our new mascot in October 2022. **Click the link** to find out more.

SUSTAINABILITY STATEMENT



We are pleased to present our ESG Insights, which consolidates our performance of material matters and sustainability performance indicators. Scan the QR code to access our mini-site.



OUR GOVERNANCE

- Business Ethics & Compliance (Including Anti-Bribery & Corruption)

✓ **100%** employees completed the CoC refresher month training and certification



OUR BUSINESS

- Customer Satisfaction
- Digitisation
- Economic performance
- Product Innovation

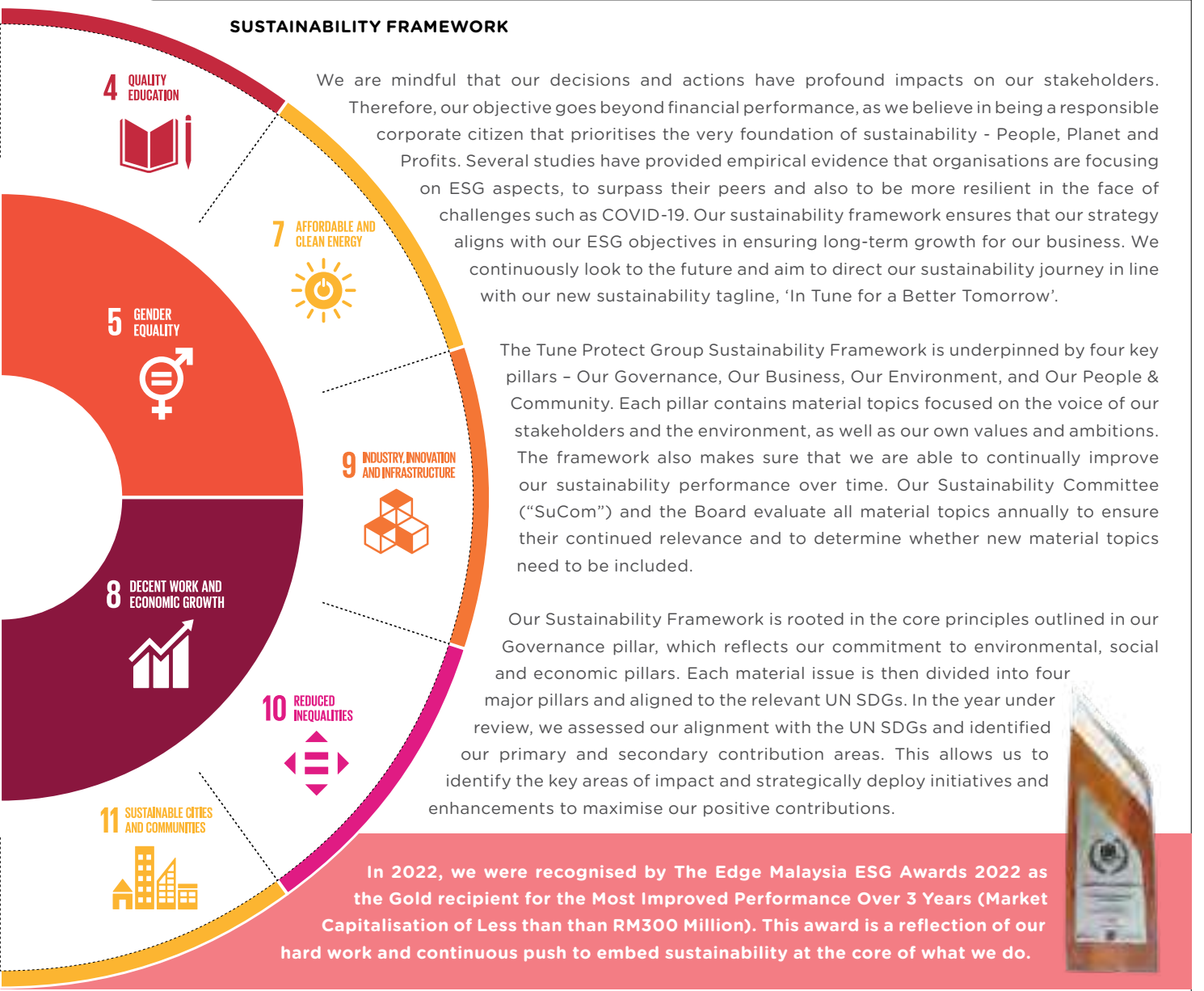
✓ First Malaysian insurer to host **core system on the cloud**

✓ Integrated **13 Robotic Process Automation (“RPA”)** technologies into **41 progressive internal processes**

✓ Overall CNPS achieved exponential growth with a score of **+39%**

SUSTAINABILITY STATEMENT

SUSTAINABILITY FRAMEWORK



OUR ENVIRONMENT

- Climate Change
- Materials (Resource Consumption)

✓ **Established coal, weapon and tobacco industry exclusions** in the Group Underwriting Policy and Tune Protect Malaysia’s Underwriting Guidelines

✓ **Established coal exclusions** for direct mandates in the Group Investment Policy



OUR PEOPLE & COMMUNITY

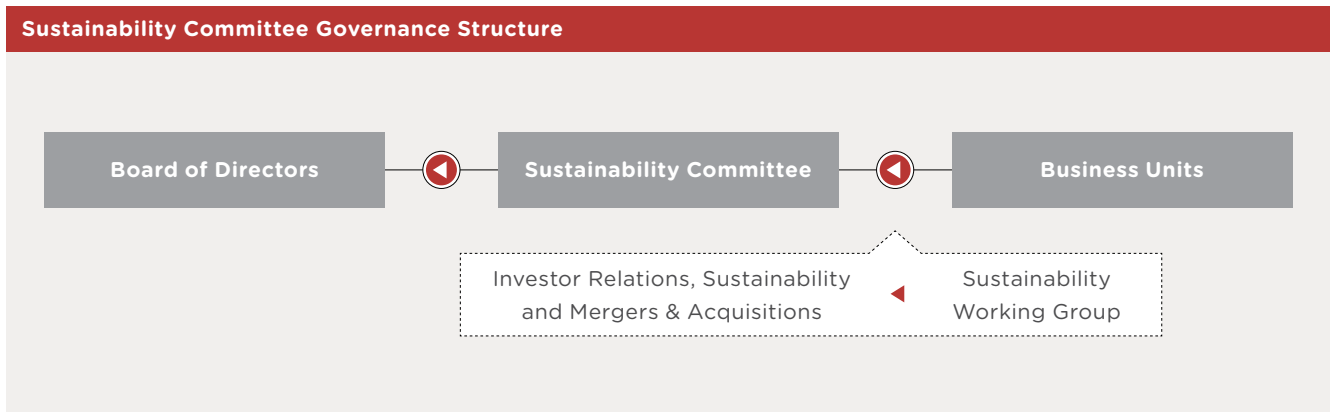
- Diversity & Equal Opportunity
- Local Communities
- Customer Privacy
- Occupational Health & Safety

✓ Women occupy **50%** of our Board seats

✓ Employees volunteered **1,517 hours** for community investment

SUSTAINABILITY STATEMENT

SUSTAINABILITY GOVERNANCE



SuCom, our management level sustainability oversight committee, drives the strategic management of material sustainability matters to assist the Board. The Board, in turn, oversees the incorporation of sustainability considerations into the strategy and operations of the Group. As part of its commitment to this strategy, the Group has been anticipating and addressing material ESG risks and opportunities, working towards developing best practices across its business models.

In its role as the highest governance body, the Board is responsible for providing strategic guidance and oversight to the management. Additionally, the Board is required to oversee and monitor the Group’s fiduciary obligation to its shareholders. On top of that, the Board monitors the Group’s sustainability strategy, priorities and targets by reviewing key sustainability related matters and all major disclosures. In order to align the Board with the business strategy and its sustainability objectives, it is essential for the Board to ensure both internal and external stakeholders are informed on the Company’s sustainability strategy, priorities, targets as well as key performance indicators.

As part of our commitment to transparency, accountability and reporting, Tune Protect Group established SuCom in 2017 to focus on all sustainability related matters across the Group. SuCom members consist of selected senior management team members and is chaired by the Group Chief Financial Officer. SuCom has the primary role of reviewing material sustainability matters on an annual basis.

A full materiality assessment is conducted at least once every two years. This enables the dynamic management of sustainability matters that align with the identified material topics. SuCom convenes every two months and reports to the Board on a quarterly basis.

As the SuCom’s Secretariat, the Investor Relations, Sustainability, Mergers & Acquisitions (“IRSMA”) department serves as a liaison between SuCom, the Sustainability Working Group (“SWG”) and business units. The duties of the Secretariat include:

- Managing all sustainability-related aspects, including tracking deliverables and reporting, as well as acting as a project management office, liaising with various internal stakeholders to drive and deliver commitments made
- Being the primary point of contact for external stakeholders including analysts, investors, and the media, who are keen to learn more about the Group’s long-term strategic direction and commitments; and
- Providing timely updates to SuCom on the Group’s developments and presenting relevant proposals for deliberation

The Group’s SWG is a cross-functional working group with the objective of supporting IRSMA in driving and managing the performance of sustainability initiatives across the Group. The SWG comprises representatives from various business and functional units, who manage the data disclosed in our sustainability report as well as the implementation of related initiatives.

SUSTAINABILITY STATEMENT



OUR GOVERNANCE

Aligning with the UN SDGs



Mapping to Our Capitals



Sustainability Material Matters



Business Ethics & Compliance
(Including Anti-Bribery & Corruption)

Why It Matters

- To adhere to the Financial Services Act 2013, Companies Act 2016 and all applicable laws and regulations including BNM policy documents and Bursa Malaysia’s Main Market Listing Requirements (“MMLR”).
- To implement the best practices recommended in Bursa Malaysia’s Corporate Governance Guide and Securities Commission Malaysia’s Malaysian Code on Corporate Governance (“MCCG”) and Corporate Governance Strategic Priorities 2021-2023.
- As a steward of shareholders’ capital, it is vital for the Company to do business ethically while upholding transparency and integrity throughout our business relationships.



BUSINESS ETHICS & COMPLIANCE (INCLUDING ANTI-BRIBERY & CORRUPTION)

The Group strives to uphold the highest standards of business ethics, transparency, integrity and accountability to prevent any violations to laws and regulations as unethical practices would bring about financial and reputational risks to our Group and even result in fines and potential incarceration of those found guilty. To this end, we prioritise integrity and honesty in all that we do and expect the same conduct from our existing and future employees and third parties which we have and will engage.

Upholding Ethical Business Practices

The Group has in place a CoC and Code of Business Conduct for Third Parties (“CoBC”), which places emphasis on how we expect our Directors, Management, employees and partners to conduct themselves. Besides that, these documents include a comprehensive List of Misconduct that explicitly states what acts are considered unacceptable, and is aligned with our Group Anti-Bribery and Corruption Policy (“Group ABC Policy”), Group Whistleblowing Policy and Group CG Policy. Our CoC is available in both English and Bahasa Malaysia and are both available for viewing on our corporate website. The CoC has also been translated to Thai for Tune Protect Thailand’s operations.



▶ ABC Training session for incoming Directors (TPM & TPG)



▶ Online ABC workshop for new joiners

SUSTAINABILITY STATEMENT

Engaging Employees to Embed Ethics and Integrity

All employees are mandated to complete a Group-wide CoC online training module during the Annual CoC Month campaign, with a multiple-choice questionnaire-based assessment at the end of the training pertaining to the CoC, ABC and Whistleblowing. Employees are required to obtain a minimum passing mark of 80% to receive the e-Certificate of Completion. In 2022, 100% of our employees attended and completed this training module, with an average of score of 88.2% across all entities.

In addition to expanding on our expected workplace behaviors, the CoC online training touches on ABC, Whistleblowing, Conflict of Interest, Information and Communications Technology, and more.

| CoC Training Topics in 2022 | | | |
|--|--|--|--|
| Respect in Our Workplace | Respect for Our Business Partners | Respect for Our Shareholders | Administration and Reporting |
| <ul style="list-style-type: none"> a. Diversity & Inclusion b. Anti-Harassment (incl. Sexual Harassment) c. Anti-Discrimination d. Anti-Violence e. Safety & Health | <ul style="list-style-type: none"> a. Conflict of Interest b. Anti-Bribery & Corruption c. Anti-Money Laundering d. Business Gifts & Entertainment | <ul style="list-style-type: none"> a. Maintaining Accurate Business Records b. Confidential Information c. Insider Trading d. External Communication e. Intellectual Property f. Internet, Email & Information Systems | <ul style="list-style-type: none"> a. Investigation b. Disciplinary Action c. Annual Review of the Effectiveness of the CoC |
| <p>List of Misconduct which outlines the do's and don'ts</p> | | | |

Since October 2022, an additional mandatory CoC training programme for new joiners, contractors and vendors has also been conducted online through our e-learning platform.

ZERO TOLERANCE Against Bribery & Corruption

Tune Protect has a ZERO TOLERANCE stance Against Bribery and Corruption. We stand very firmly against all forms of bribery, corruption, fraud, money laundering and abuse of power in line with the United Nations Convention Against Corruption. The Group's ABC Policy is implemented through the four key themes of prevention, detection, monitoring and response. In addition, the policy also emphasises the Group's perspective on the giving and receiving of gifts, acts of hospitality, entertainment, donations, sponsorship and political contributions.

We adhere to the Group's Whistleblowing Policy & Procedures and in 2022, we enhanced our Whistleblowing Investigation Team to investigate the veracity of information provided by whistleblowers and to provide rapid responses to any reports raised. Information on our whistleblowing channels via the Whistleblowing Policy & Procedures is publicly available on our CG website for anyone to report bribery, corruption, money laundering, fraud, abuse of power and misconduct.

We have in place a No Gift Policy clause under the Group ABC Policy, which prevents employees from receiving gifts above RM300 and requires receivers of gifts that were presented under exceptional circumstances* to fill out a declaration form that would be submitted to the recipient's line manager, Head of Department and the People & Culture and Compliance departments.

In addition to this, we conduct an annual Conflict of Interest Declaration & Integrity Pledge for directors and personnel of all entities. Collectively, these initiatives are important given the amendments to the Corporate Liability Provision Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act 2009 which clearly states that a company is liable for acts of bribery committed by associated persons such as employees, directors and even service providers.

* Including internal or official Group events, corporate collaterals below RM300, gifts received at third party official events or functions

SUSTAINABILITY STATEMENT

ABC Training & Awareness

We conduct regular face-to-face and/or virtual ABC workshops for new recruits including consultants, contractors, vendors and interns soon after they join or start their engagement with Tune Protect. Topics covered also include an overview of our CoC. In 2022, 211 new joiners received ABC and CoC training via these workshops.

Other workshops and training on ethical business practices included an ABC Training session for incoming directors from Tune Protect Group and Tune Protect Malaysia, as well as an ABC Training session for Tune Protect EMEA - these programs form part of the 'T.R.U.S.T. Adequate Defenses' action plan to communicate our Group ABC Policy, which also covers the legal provisions of Section 17A of the MACC Act. The Governance team also attended a refresher ABC Training course in December 2022, while selected personnel attended external trainings on ABC and AML. We created awareness regarding our zero-tolerance stance via notices located at the entrances of all our offices as well as on every employee's computer screen savers.



For more information on our Corporate Governance, please see the Policy Disclosures on **our website**.

Data Governance and Cybersecurity

It is essential to safeguard the data of our customers to protect them against security breaches such as identity theft, fraud such as phishing, among others, and the misuse of personal information. Tune Protect upholds the highest standards of customer privacy protection to gain our customers' trust and to increase their confidence in us. We remain guided by our Personal Data Customer Confidentiality and Information Asset Risk Management Policy which is in compliance with BNM's Policy Document in Management of Customer Information and Permitted Disclosures as well as the PDPA. Our Privacy Policy is also available in Bahasa Malaysia, to expand access to our policies and underscore our commitment to uphold data privacy.

Moreover, we have a Head of Data Analytics, who is tasked with overseeing the data team and managing the Company's data and information assets, underpinned by strong security and data governance. We ensure alignment to BNM's Policy Document on Risk Management in Technology with proper governance of our technology and data analytics initiatives.

Upholding Human Rights

Tune Protect is dedicated to upholding the highest standards of human rights in its operations and those of its subsidiaries. We are guided by our CoC, which is aligned with internationally recognised human rights frameworks, including the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the International Labor Organization (ILO). Our commitment to these principles is unwavering and we have zero tolerance towards child and forced labour as well as modern slavery. We also adhere to all relevant domestic laws that govern the rights of workers and human rights. In the year under review, we did not record any instances of non-compliance with labour standards.

CG Awards & Recognition

Since December 2021, we have been a constituent of the FTSE4Good Bursa Malaysia Index. We are currently the only insurer on the Index and have improved our score from 3.3 to 3.6 in the year under review.

For the third consecutive year, the Group was recognised by the MSWG at the MSWG-ASEAN CG Awards 2021 - receiving the Industry Excellence Award for CG Disclosure. We were also the highest ranking insurance company - 17th on the List of Top 100 Companies for CG Disclosure 2021. This strengthens and upholds our history of responsible CG. In 2020 and 2019, we were awarded the Excellence Award for CG Disclosure (market capitalisation above RM100 million to RM300 million) and the Industry Excellence Award (Financial Services) and were ranked 12th (2020) and 31st (2019) on the list of top 100 companies recognised for CG disclosure respectively. A total of 864 public listed companies ("PLCs") were independently assessed in 2021, based on the ASEAN CG Scorecard, to grade the company's implementation of good CG practices. Only 44 trophies were awarded to a total of 34 PLCs.

Additionally, we were also recognised for our efforts towards upholding transparency in our corporate reporting practices. We received the Best Annual Report (small cap) Award from the Investor Relations Magazine in the annual IR Magazine South East Asia Forum and Awards for our IAR2021.

SUSTAINABILITY STATEMENT



OUR BUSINESS

Aligning with the UN SDGs



Mapping to Our Capitals



Sustainability Material Matters

- Customer Satisfaction
- Digitisation
- Economic Performance
- Product Innovation

Why It Matters

- To establish a stable business environment to maintain healthy working capital, assets, liabilities and cash flow to strengthen our financial positioning and create long-term value for our shareholders.
- To build an insurance company that is loved by all.
- To be a NPS leader in our market of choice.
- To be the top employer for millennial talents in the insurance industry.



CUSTOMER SATISFACTION

In 2022, we rolled out a significant initiative known as our 3-3-3 commitment. This initiative was organised to improve our customer experience, with a three-pronged approach:

Three minutes to buy our online products

Three hours to service you on a business day via any channel

Three working days* to receive claims payout upon approval



As a testament of our persistent efforts to elevate customer satisfaction, the Group is proud to report that in Malaysia, we were recognised for our Excellence in Customer Experience, as we received the CXP Best Customer Experience Awards 2022 and were listed among the Top 16 companies across various industries for customer service. Going forward, we will continue to strengthen our efforts to improve overall customer satisfaction.

* Applicable to online products only



SUSTAINABILITY STATEMENT

Customer Experience Governance

Our customers are the focal point of our business as we aim to foster a customer-centric organisational culture in our commitment to achieve customer excellence. To help us achieve this, we have in place customer service procedures and charters that meet our ambition to provide our valued customers the convenience of a one-stop service centre, while delivering top-notch customer experience.

| Standard Operating Procedures for Contact Centre | Complaints Handling Procedures | Internal Service Level Agreement | Customer Service Charter | Treat Customer Fairly Charter |
|--|---|---|---|---|
| Provide guidelines for our dedicated team to serve our customers and assist them with any requests or inquiries. | Outline procedures on how to handle customer complaints and help build insights into areas for improvement. | Ensures proper elements and commitments are in place to provide customers with consistent and up-to-date information. | Outlines our level of commitment to providing quality service and gives our customers references by which our performance can be evaluated. | Specifies our commitment to providing the highest standards of fairness in our dealings with customers. |

We are guided by our four key service pillars and four principles in reinforcing our efforts for reliable services, good financial results and fair customer treatment.

| CUSTOMER SERVICE CHARTER | TREAT CUSTOMER FAIRLY CHARTER |
|---|--|
| <ol style="list-style-type: none"> 1 Insurance made accessible 2 Knowing our customers 3 Delivering timely, transparent and efficient service 4 Ensuring a fair, timely and transparent claims settlement process | <ol style="list-style-type: none"> 1 Embed fair dealing in our institution’s corporate culture and core values 2 Ensure that customers are provided with fair terms 3 Ensure that customers are provided with clear, relevant and timely information on financial services and products 4 Ensure that our staff, representatives and agents exercise due care, skill and diligence when dealing with customers |
| <hr/>  Click here to read our Customer Service Charter. | <hr/>  Click here to read our Treat Customers Fairly Charter. |

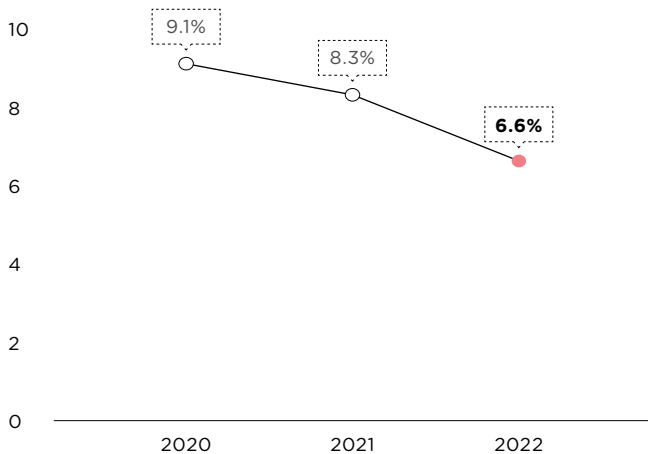
SUSTAINABILITY STATEMENT

Keeping our Customers Engaged Through our Multichannel Approach

We provide various touchpoints to constantly engage and manage our customer relationships. We can be reached via our customer service hotline on our corporate website, email, social media, live chat and our 17 Tune Protect branches (including our headquarters) across Malaysia.

In our commitment to always be customer-focused and to ensure our customers have quick and responsive service, we implemented a live chat function that is integrated with our social media since 2021, via linking Facebook Messenger with our B2C website. Aside from that, we have the Tune Protect Travel AirAsia product live chat that has been supporting our customers since its launch in 2019. Customers that utilise the live chat platforms will be connected to a representative from our Customer Experience team or our ecommerce personnel. We observed a reduction of our enquiries through Live Chat in 2022, indicating customer’s ability to resolve enquiries via automated responses and Frequently Asked Questions.

Percentage of No. of Enquiries Received via Live Chat (%)

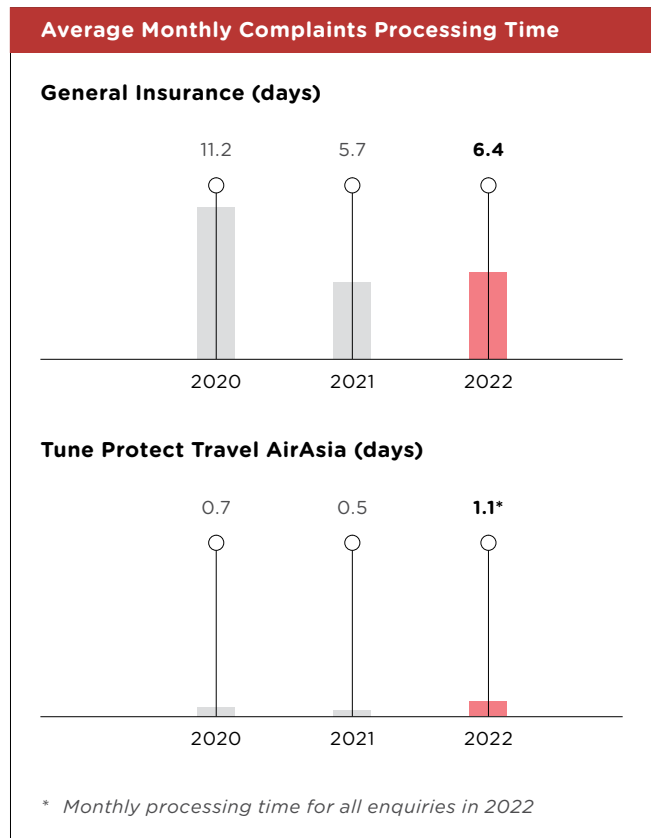


During the period of limited business operations and movement due to the Malaysian Movement Control Order (“MCO”), we also established a dedicated COVID-19 webpage to inform customers on information such as product notices, operations updates and contact information to provide assurance to our customers on our business operations during this period. During the year in review, the webpage was retired as the MCO was formally lifted and Malaysia moved into the endemic phase of COVID-19.

In 2022, we also introduced a feedback link to SENTRY, our enquiry management system to enable our customers to share their views on how we can improve our service.

Optimising Complaints Management

We strive to resolve complaints quickly to enhance customer satisfaction and increase customer loyalty. This requires us to promptly address any complaints or issues, while keeping track of the time taken to resolve cases. Depending on the nature and complexity of cases, we continue to ensure that all issues are settled within the stipulated industry standard service level agreement of 14-days upon receipt of all relevant supporting information and/or documents. For complex cases, a thorough investigation may be conducted to identify the root cause and establish remedial action plans.



In 2022, our complaints processing time increased, given an unprecedented surge in sales, which is our highest since listing. Nevertheless, our complaints processing time remains below the 14 days service level agreement, which reflects our continued efforts to improve our customers’ overall experience and interactions with us. Moving forward, we will maintain our efforts to efficiently handle complaints to increase customer satisfaction.

SUSTAINABILITY STATEMENT

Gauging Customer Experience & Satisfaction Levels

Our customers are the reason our business exists. Since 2020, we have adopted the globally recognised NPS to evaluate customer satisfaction and conducted bi-annual Customer NPS (“CNPS”) surveys to gauge the probability of our customers recommending Tune Protect to others on a scale of 0 to 10. As part of our commitment to becoming an NPS leader in our preferred market, CNPS has been included as a Key Performance Index (“KPI”) on our employees’ performance scorecards, influencing Group-wide decisions on bonuses, increments and promotions.

In a baseline study that was conducted in 2021, we carried out a maturity assessment and action planning workshop to identify strengths and improvement areas to boost the experience of our employees, customers and partners. As part of the NPS focus, a special working group called X-Factor (formerly named the Experience Tribe) was established in 2021 to centralise promotion, tracking and implementation of policies and culture relating to NPS across the Group.

A further study was conducted in June 2022 via the first of our bi-annual CNPS Surveys to identify areas for further improvement. These encompassed areas such as Claims, Product Features, Purchase Journey, Customer Support, Renew Journey and Policy Endorsement. The survey was carried out through our interactions with website users, app users and email.

The findings were used to establish several CNPS enhancements in 2022 applicable to Malaysia and Thailand.

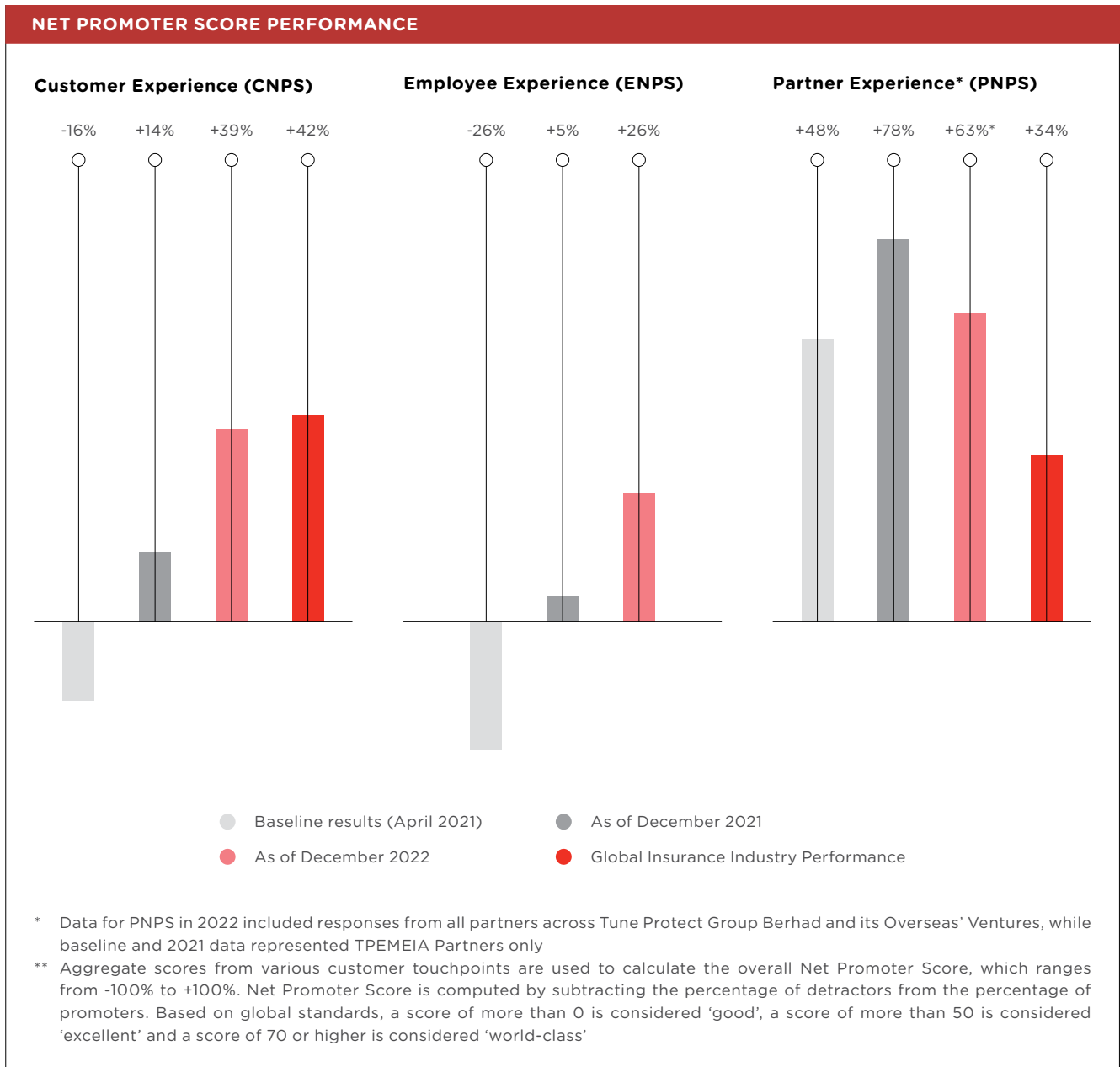
In Malaysia, our on-going CNPS improvement plan encompasses focus areas such as:

- Claims status transparency
- Customer Portal - allowing B2C customers to perform digital submissions of documents via our mobile application or website
- Customer Experience (“CX”) Tracking or Transformation to improve response times for claims
- Renewal - enabling push notifications to alert customers on coverage renewals
- Product features - new product development with emphasis on more lifestyle products
- Customer support to enhance live chat and enhance response time efficiency



SUSTAINABILITY STATEMENT

Apart from that, we initiated Transactional NPS (“TNPS”), to measure customer satisfaction within specific touchpoints or channel compared to overall customer or brand satisfaction. Moving forward, we will implement TNPS together with our bi-annual NPS surveys to evaluate overall satisfaction of customers through our various touchpoints including our mobile application and B2C website.



Through these efforts to prioritise excellent customer service and experience, we have achieved positive NPS across two Group-wide assessments in 2022.

As of December 2022, our overall CNPS achieved exponential growth with a score of +39%, which reflects that we are delivering value to what matters most to our customers. Customers in Malaysia also rated us highly, which is reflected in the Malaysia CNPS of +48%. Based on survey findings, our products are valued for their affordability, flexibility and wide-ranging benefits as well as an insurance policy that is easy to understand, exemplifying our tagline 'Insurance Simplified'.

Going forward, we will continue to obtain feedback and collect NPS responses from our various touchpoints to strengthen customer relationships consistently.

SUSTAINABILITY STATEMENT





 **DIGITISATION**

Transforming Operations through Digitisation

As we move forward, we aspire to future-proof our business through various significant initiatives to enhance our operations and performance. In 2021, we became the first insurer in Malaysia to obtain the official approval from BNM to host our insurance core system on the cloud and in the year under review began hosing a portion of our core system on the cloud.

We have invested in the digitisation of our business processes by integrating RPA technologies into 41 progressive internal processes within Claims, Human Resources, Finance, Agency, Policy Processing, and Partnership. This allowed manual processing time to be reduced by 80,658.4 hours and human error to be minimised, while simultaneously increasing efficiency and productivity of our employees.

As a result, our employees were able to shift their focus on other value-added initiatives. During the year, the various departments and functions have applied RPA including:

| | |
|--|---|
|  <p>Lana (Policy processing)</p> <ul style="list-style-type: none"> ✓ Tenang PA Care ✓ Motor Processing Cancellation ✓ MiCare, Medident & TuneSihat <p> 71,661.2 hours saved</p> |  <p>Jojet (Claims automation)</p> <ul style="list-style-type: none"> ✓ Auto uploading of travel claims registration ✓ Reserve adjustment & payment voucher creation ✓ Payment voucher approval <p> 3,599.0 hours saved</p> |
|  <p>Autocon (White Label)</p> <ul style="list-style-type: none"> ✓ Personal Accident Conversion, various products ✓ Receipt Generation <p> 1,580.8 hours saved</p> |  <p>Mitra (Partnership)</p> <ul style="list-style-type: none"> ✓ Certificate of Insurance (COI) declaration generation <p> 1,192.8 hours saved</p> |
|  <p>Jolteon (Finance Automation)</p> <ul style="list-style-type: none"> ✓ Bank master payment validation ✓ E-Payment profile creation <p> 696.9 hours saved</p> |  <p>Betsy (HR Automation, Malaysian Entities)</p> <ul style="list-style-type: none"> ✓ Generation of performance letters for individual employees ✓ Voucher code email notification ✓ Net Promoter Score Pre-Notification Email generation <p> 497.5 hours saved</p> |

SUSTAINABILITY STATEMENT



**MiniBot
(Transformation)**

- ✓ Tracking Paper Consumption

▶ 239.9 hours saved



**Junny
(Claims, Tune Protect
Thailand)**

- ✓ Claims Notifications

▶ 420.2 hours saved



**Jarvis
(Compliance)**

- ✓ Daily uploading of anti-money laundering data
- ✓ Monthly anti-money laundering reporting

▶ 323.1 hours saved



**Flamingo
(Finance, Tune Protect
Thailand)**

- ✓ Premium Collection

▶ 209.2 hours saved



**Caramel
(Broking)**

- ✓ Endorsement for Permodalan Negeri Selangor Berhad (PNSB) Insurance Brokers Sdn. Bhd.

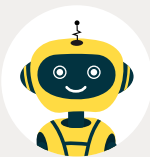
▶ 31.2 hours saved



**Tbot
(HR Automation, Tune
Protect Thailand)**

- ✓ Generation of performance letters for individual Employees

▶ 11.6 hours saved



**Bumblebee
(Underwriting)**

- ✓ Renewal Notice Listing

Launched at end of December 2022, hours saved will only be reflected in 2023



**Olive
(Customer Experience)**

- ✓ Transational NPS

▶ 195.0 hours saved

SUSTAINABILITY STATEMENT

ACHIEVEMENTS

41

progressive internal processes deployed

13*

virtual colleagues supporting manual tasks

1,591,470

transactions completed

80,658.4

hours saved

Estimated over 400 trees saved since 2021

STAKEHOLDER FEEDBACK

Simplifying the life of claims handler and finance team to meet 3-3-3

▶ “Jolteon & Jojet 🤖
You make it look easy”

▶ “Love Jolteon & Jojet 😊,
You guys rock!”

Removing manual tasks to make the workflow more efficient

▶ “I’m so delighted with Autocon. Thanks guys!”

“ Without the Support from Lana & General Insurance System, we wouldn’t have achieved the mission in within the short timeframe and **met our 3-3-3 commitment** ”

Policy Processing & Partnership team

Feedback from stakeholders posted on our internal Communication Platform @ Workplace

* Excluding Bumblebee, launched at the end of December 2022 and thus did not contribute to the annual total hours saved.

Enhancing Digital Operations

With our focus on being a digital-first organisation, we looked inwards to enhance our operations through digitisation where possible. Our Human Resources Management System (“HRMS”), conceptualised before the COVID-19 pandemic, was rolled out in a timely manner during the pandemic and allowed us to manage Work From Home (“WFH”) operations effectively in 2020 and 2021. We continue to utilise the HRMS system and have introduced modules such as performance management and claims throughout the year in review.

The option of working remotely has driven many organisations to become operationally technology-savvy and we have risen to the occasion by implementing digital technology tools and platforms to facilitate the WFH practice. At the same time, we also ensured that our sustainability commitments are upheld by advocating zero-paper practices through various digital tools and document editing modules.

We are working on enhancing the HRMS to assist in data collection for the measurement of our Indirect Carbon Emissions (Scope 3).

📖 For more information on our Climate Change performance, see pages 59 to 65.

Adobe Sign provides a secure, auditable and verifiable electronic signatures feature that also permits sending and tracking of documents

E-procurement allows us to do without paperwork in raising purchase requisitions and purchase orders

E-claims all submissions of claims are able to be conducted online and managed electronically, eliminating manual processing

E-learning tool offers our employees a wide range of courses to upskill or reskill themselves

SUSTAINABILITY STATEMENT

Improving Customer Experience through Digitisation

In our efforts to appeal to our youth target market such as millennials and zillennials, we have readily embraced digitisation, even more so now that digital devices are widely used as an extension of an individual’s persona. We take a mobile-first approach and prioritise the platform in our product development, ensuring our products are accessible on mobiles where possible. With this rationale, we launched the Tune Protect Mobile Application in September 2020 to offer an alternative distribution channel. This application enables customers to purchase and manage policies as well as submit the necessary documents for claims at anytime and anywhere.

| | Tune Protect Mobile Application (Malaysia) | | |
|---------------------------------|--|-------|---------------|
| | 2020 | 2021 | 2022 |
| No. of Installations | 1,373 | 3,984 | 10,798 |
| Total transactions made (count) | 80 | 332 | 1,250 |

We also launched our Customer Portal under our mobile application for Malaysia. In Phase 1 of the launch, we introduced our Digital Roadside Assistance for motor claims. The feature comes with an SOS Button for customers to click and connect to Auto Assist, together with claim guides and submission modules. We target to roll out further enhancements in 2023.

We achieved approximately 3.8x growth in transaction volume in meeting the digital needs of our customers. In March 2022, we launched TuneTOUCH for iOS and Android to cater to our Thai market segment. TuneTOUCH is a user friendly, convenient and simple to manage mobile application that provides access to policies, enables purchases, transactions, submissions and checking of claims status. Customers are also given access to medical services such as the myEliteDoctor for second medical opinions and Health2GO for telemedicine consultations. TuneTOUCH has garnered a total of 11,967 user installations in 2022 alone.



SUSTAINABILITY STATEMENT



ECONOMIC PERFORMANCE

Purchasing and Procuring Responsibly

To efficiently manage our procurement processes and ease business transactions with our diverse suppliers, we established a dedicated Procurement team in 2021. The Procurement team is responsible for centralising, streamlining and managing the purchasing and procurement processes whilst also ensuring improvements and savings.

We are guided by the Group Procurement Policy and Procedures for our procurement practices and are mandated to support local businesses where relevant. As at December 2022, the procurement from local businesses supports at least 93.7% of our business.


In working with registered third parties, our vendors and suppliers must adhere to our CoBC. The CoBC outlines the standards of business conduct covering areas such as integrity, anti-bribery and corruption, disclosure of conflict of interest and confidentiality as well as health, safety and environment. All third parties are required to acknowledge our CoBC and confirm their compliance before we officially engage their products and services. There were zero records of CoBC breaches reported in the year under review.

Curating a Responsible Portfolio

We have in place the Board-level Investment Committee who has oversight of our investments and assists our Board in discharging its obligations and responsibilities in investments management.

In 2022, we updated our Group Investment Policy to exclude investments in coal-based businesses for future private mandates, in line with our Zero Coal by 2030 commitment, and as guidance for our investment practices across the Group moving forward. This is expected to mitigate the impact of our portfolio on the environment. We also exclude the tobacco and arms manufacturing industries in our underwriting policies. Our exclusion of the tobacco industry reflects our ethical commitment as a health insurer while the impacts of the arms manufacturing industry are at odds with our commitment to responsible capitalism, and is in contrast with our accountability in business conduct.

Our external fund managers are obligated to incorporate ESG considerations in the decision-making process of our investment funds to ensure sustainability. Three of our fund managers are also signatories to the United Nation's Principle of Responsible Investment. We adhere to our Group Investment Policy which details our objectives, guidelines and framework for sustainable investments and allocate investments of up to 10% in ESG-related funds. In 2022, 10.5% of our total investments were in ESG-focused equity and fixed income assets.

 For more information on how we are adapting our portfolios to the low carbon economy, see our TCFD aligned reporting on pages 59 to 65.



PRODUCT INNOVATION

Making Products Accessible

Innovation is crucial in helping us to maintain our competitive advantage. We advocate innovation amongst our employees so they can continue to creatively grow in various aspects. We are receptive and attentive to market demands and shifting consumer trends, as these findings allow us to create products that fulfil the needs of consumers. Apart from economic gains, our Product Development Policy ensures that our new product offerings are incorporated with sustainability elements.

Digitalisation is one of the key methods used to incorporate environmentally friendly aspects such as paperless policy issuance, product enhancement and digital marketing. Apart from new products launched in 2022 which use digital platforms, we also utilised SMS for policy renewal notification, as well as upsell or cross-sell of products or campaign messages via Electronic Direct Mail (eDM).

SUSTAINABILITY STATEMENT

To increase the awareness on the importance of insurance, we are constantly working towards providing access to financial products and services that are required by customers. The development of our three-year strategic plan (2021-2023) takes ESG considerations into account by offering innovative products that focus on our preferred segments of:

A HEALTH

- **Critical Safe+**

Our newly launched affordable online critical illness insurance policy helps our customers to cope financially when diagnosed with critical illnesses such as cancer, heart attack or kidney failure. Policyholders can choose from three affordable options with sum insured as high as RM200,000 or enhanced with add-ons such as Early Stage covers. Apart from fast claims, customers can also enjoy a 15% discount online. Under our 3-3-3 commitment, customers who purchased the Critical Safe+ plan are entitled to an additional 1% penalty of the sum insured for claims not received within three days of approval date.



- **Bao Wan Diabetes Protection plan**

In Thailand, we launched our diabetes protection plan which covers diabetes related complications, including diabetic comas, loss of vision, severe illnesses due to diabetes (coronary heart disease, limb amputation, organs transplant, diabetic nephropathy), and PA. Bao Wan also grants complimentary access to the Dfit Program, linking customers to personal health coaches and blood test at panel hospitals at any time. Four different plans are available to suit our customers' budgets.

B LIFESTYLE

- **Bike Easy**

Our newly launched Bike Easy policy is an affordable motorcycle insurance providing coverage for loss or damage to motorcycles due to accident, theft or fire. Key benefits for customers include a 10% online discount on top of No Claim Discount, coverage for towing, third party liabilities and legal costs, applicable to all riders.

- **Motor Express Claim Module**

Under our Tune Express Claim Module, customers with the Motor Comprehensive Private Own Car Damage policy will receive their claims within two hours for amounts below RM3,000. In the event of a self-accident without any third party involved, no police or adjuster's reports are required.

- **PUMP**

PUMP is a free membership platform to monitor health and physical activities. The platform, which is activated within the Tune Protect mobile application, is loaded with content and challenges that enable subscribers to earn free awards with every activity tracked. Subscribers can track physical activities, mental wellness and even nutrition via their mobile device or lifestyle wearables.



SUSTAINABILITY STATEMENT

B LIFESTYLE

• Travel Insurance

As travel borders reopened together with the relaxation of policies in Southeast Asia, travel insurance with medical coverage is no longer mandatory. However, the demand for COVID-19 coverage remains consistent and in 2022, we launched a Duo Plan for AirAsia Comprehensive products for all markets.

The Duo Plan, consisting of Travel Easy COVID Plus and COVID Lite Plans provide COVID-19 coverage for international travel, including medical expenses, quarantine allowance, trip cancellation and other perils. Meanwhile, the COVID Travel Pass+ Insurance is an inbound travel insurance for non-Malaysian tourists visiting Malaysia and is airline agnostic. The coverage includes COVID-19 medical coverage on top of other travel benefits.

We also launched the Travel Smart Delay, a product which offers coverage in the event of a flight delay specifically curated for the EMEIA market. Customers will be notified of the claims' eligibility to be submitted online without any supporting documents required and claims will be paid within a day of submission with bank account details provided.

C SME

• SME EZY

Our SME EZY is the first of its kind medical and life employee benefit insurance curated for SMEs and their employees. Introduced via the BNM Financial Technology Regulatory sandbox, the signature product is a three-year fixed premium and guaranteed renewal medical hospitalisation and surgical product which comes complete with a unique health rewards programme - Activ8. While Activ8 rewards up to 100% more of an employee's medical plan overall annual limit, it also promotes physical and mental well-being through its health screenings and digital solution programmes. With SME EZY, employers can better plan and manage their budgeting/expenses ahead; while employees can be encouraged and motivated to be healthier and more productive. Tune Protect anticipates Activ8 to be a driver to manageable claims expenses.



• Outreach: CEO Club

In engaging CEOs especially for SMEs, we organised two SME Industry Round Table and Networking Sessions inviting over 60 industry leaders, founders and CEOs. These fruitful sessions provided a platform for SMEs to exchange ideas, share issues and challenges as well as raise awareness on the necessity of insurance for the SME sector. In making the session more engaging and interactive, we also included an optional open floor one minute elevator pitch.



• Outreach: AirAsia Academy (formerly known as Redbeat Academy)

To help alleviate the digital skillsets of our SME clients, we work with the AirAsia Academy to enrol employees of our SME clients into a two-day specialised BINA Digital programme. The BINA Digital programme is structured to guide SMEs or new business ventures in creating progressive business plans, upskilling and equipping them with digital knowledge and know-hows to aid growth.

SUSTAINABILITY STATEMENT

Products with Social Causes and for the Underserved and Unserved Segments

Financial inclusion plays an important role in the sustainable growth of the national development goals especially for the economy in the long term. Therefore, we believe in developing products and services that are accessible and affordable to individuals, businesses and the underserved communities of the lower-income bracket. In 2022, our products helped in the following initiatives:

- [PA Coverage for the Orang Asli Community](#)

In supporting the government's initiative of Perlindungan Tenang Voucher (PTV) under the Perlindungan Tenang programme, we collaborated with the Department of Orang Asli Development (JAKOA), and provided PA cover for approximately 30,000 Orang Asli individuals across Malaysia.

- [Donation to Madhya's Gift Fund](#)

We engage our communities by creating positive and sustainable impacts. In line with the Group's key strategic pillar of Health, we worked with Yayasan Chow Kit ("YCK") and made donations to Madhya's Gift, their children's health fund which provides health care to children from underprivileged families. The funds are channelled to those who require urgent medical attention and treatment.

The donations for Madhya's Gift are derived from our B2C products* with charity elements incorporated. For example, we contributed RM6 to Madhya's Gift with every policy sold and in 2022, we contributed RM30,000 to the health fund.



▶ Handover of mock cheque to Yayasan Chow Kit representatives by Group CEO Rohit Nambiar and Group CFO How Kim Lian

- [Flood Disaster Pay Out](#)

We aided our customers who were affected by the floods in Terengganu through our expedited claim settlements commitment, in line with our 3-3-3 commitment. The quick turnaround time in claim settlements allows us to help ease the burden of flood victims and provide peace of mind during challenging times. In February 2022, 92% of the flood-related claims were approved for payment within three days from customers' acceptance of offers.

We have also set up the Tune Protect Malaysia 24/7 dedicated claims hotline and email to enable customers to conveniently reach us. Guidance on claims were also published in Tune Protect's social media channels and were also communicated via SMS and emails. Policyholders are not required to present a police report or any other documents for claims involving their motor vehicles, residential and/or commercial properties respectively.

* Excludes travel and PA products

SUSTAINABILITY STATEMENT



OUR ENVIRONMENT

Aligning with the UN SDGs



Mapping to Our Capitals



Sustainability Material Matters

- Climate Change
- Materials (Resource Consumption)

Why It Matters

- To raise awareness on the significance of managing our businesses in an environmentally sustainable manner and to encourage social change
- To support the progress of tuning into a low-carbon economy



CLIMATE CHANGE

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Climate Change is a serious, global challenge - one that requires concerted action and collaboration across all areas of society. We recognise the importance of climate-related disclosures and their importance to our business, investors and stakeholders. To ensure that we are transparent about our efforts towards mitigating Climate Change, and integrating these into our business strategy, we have adopted the recommendations of the TCFD, established by the Financial Stability Board. Tune Protect Group became a TCFD supporter in August 2022. Our public declaration on our support for the TCFD and its recommendations demonstrates our active commitment in building a more resilient financial system. We define climate-related financial disclosures as a set of metrics and reports that assist the Group, investors, and stakeholders in making informed decisions. Our actions will help to ensure that Tune Protect continues to meet the highest standards on Climate Change risk management.

Our approach to identifying, assessing, and managing climate-related risks adheres to the TCFD recommendations, which comprises four pillars, Governance, Strategy, Risk Management and Metrics & Targets. We are in the process of ensuring full alignment to the CRMSA policy issued by BNM in end November 2022.

GOVERNANCE

Oversight at the Board and Management Level

- The Board is the highest governing body with oversight of all sustainability issues including matters related to Climate Change and related risks. The Risk Management Committee, independent from the Management, assists the Board in overseeing the risk management and compliance functions of the Group.
- The Board and Risk Management Committee assess the quarterly Risk Dashboard and the summary of the Group's Risk Register with key risk indicators, to identify the top significant and developing risks and formulate mitigating action plans.
- SuCom, a Management and Executive-level committee chaired by the Chief Financial Officer, aids the Board by monitoring its strategic sustainability concerns and overseeing the implementation of sustainability strategies and operations. SuCom is supported by the SuCom Secretariat as well as the SWG. A quarterly sustainability update to the Board is provided by SuCom to ensure effective oversight of sustainability issues.

Key progress in 2022

- Approved the Group Sustainability Strategy 2023-2025, including the projected roadmap to CRMSA compliance.
- In line with our Zero Coal by 2030 commitment, the Board approved amendments to the Group Investment Policy to exclude investments in coal-based businesses in our future private mandates.

SUSTAINABILITY STATEMENT

Climate Education and Remuneration

Corporate-wide targets such as sustainability (with metrics monitoring environmental performance, among others) are incorporated into the performance metrics for executives. KPIs are set based on a cascading method, with the Board setting KPIs for the Group CEO, who cascades the goals to the senior management team. Performance for all employees is assessed annually via a qualitative scorecard which includes sustainability and determines bonus awards. Our Total Compensation, consisting of a mix of benefits and fixed/variable cash compensation, is aligned to the organisation’s long-term performance goals and objectives.

For more information, please see the Remuneration report on pages 110 to 113.

In line with our commitment to continuous capacity building on ESG, we conducted a one and a half-hour training session facilitated by Climate Governance Malaysia (“CGM”) which focused on the Commonwealth Climate and Law Initiative’s legal opinion on directors’ duties and disclosure obligations under Malaysian law in the context of Climate Change risks and considerations. This was attended by our Board, Executive Committee and SuCom members.

Key lessons learned included the importance for the Board to pay keen attention to the organisation’s climate strategy and implementation of climate-related plans. High quality and transparent disclosure on the Board’s actions on Climate Change mitigation is also expected and should align with the TCFD recommendations.

To ensure all employees have an understanding of Climate Change, a group-wide employee engagement presentation on Climate Change was held in conjunction with the unveiling of our new Sustainability Tagline, ‘In Tune for a Better Tomorrow’. The session focused on engaging employees on the transmission of climate change impacts to their personal lives.



THINK Thursday session on Climate Change for all employees

STRATEGY

Impacts on Our Business

We stay relevant in our business strategies by aligning our investments with the transition to low-carbon growth.

Climate Change has material effects on our business and as professional insurers, we are exposed to climate-related risks in more ways than one. Apart from the direct impact through our insurance products, we are also affected by the change in sectors and business models that we underwrite. In our role as institutional investors the global shift to low-carbon economy also changes the nature of the industries in which we are stakeholders.

Therefore, we actively assess, measure and manage climate-related risks to assist us in the identification of opportunities in reducing environmental impacts, simultaneously prioritising our investments. We are also enhancing our assessment processes to identify longer-term potential risks and opportunities on our business.

Key Risks Faced

Our business performance and stakeholders are affected by Climate Change such as global warming, extreme weather conditions, rising sea levels, heatwaves and droughts as well as vector-borne diseases which can damage our lives and assets. These extreme conditions can affect our performance both financially and non-financially.

The transition to a low-carbon economy brings a certain level of risks which arises from cross-sectoral structural change and also leads to shifts in policies, technologies and market sentiments. In turn, the market value of financial assets may experience reduction together with other consequences such as greater transactional losses, higher capital requirements and increased operational costs.

At Tune Protect, our primary exposure to climate-related risk lies in our policies which include flood coverage. We mitigate this risk by utilising reinsurance agreements with our reinsurers.

Our Response

By taking a proactive approach to managing climate risk and focusing on socially responsible investments, we aim to align our business practices with our commitment to promoting sustainability and reducing our carbon footprint.

SUSTAINABILITY STATEMENT

DECARBONISING OUR PORTFOLIO

In light of the impacts caused by climate-related risks, our business strategy is focused on exiting commercial lines of business related to hydrocarbons such as oil and gas. Instead, we focus on three preferred segments: Health, Lifestyle, and SMEs.

We are also committed to transitioning away from coal by 2030. This transition will enable us to reduce the underwriting risks associated with the construction and operation of coal-fired power plants, companies that derive income from thermal coal mining, and utilities that generate electricity from coal.

Additionally, we do not take on the risks associated with companies involved in the production of tobacco and weapons, which are harmful industries and in support of the UN SDGs, in particular, Goal 3: Good Health and Well-being as well as Goal 16: Peace and Justice Strong Institutions. This decision supports our efforts to align our business practices with our values of social responsibility. By gradually phasing out coal-related risks and avoiding industries that conflict with our values, we aim to be a contributor to Malaysia’s transition to a low-carbon economy, as well as a more peaceful future.

Furthermore, it is part of our investment policy to allocate up to 10% of our total investments towards ESG-approved funds, and we have since excluded investments in coal mining and coal power producing companies, for future private mandates.

Key progress in 2022

- Underwriting and Investment policy respectively have incorporated the relevant elements towards achieving Zero Coal target by 2030 (ensuring all coal-based businesses are excluded).
- Making good progress on Zero Coal as the Group’s strategy is in line with emissions reductions by virtue of exiting commercial underwriting and focusing on retail and SME segments. To date, we have not underwritten any coal mining risks. In 2023, we will have two underwriting policies relating to coal-fired power plants which will expire and will no longer be renewed.
- In this year, 10.5% of our investments consist of ESG focused equity and fixed income assets.
- Incorporating climate-related risk considerations into our business and risk strategies in accordance with the CRMSA.

- In 2022, we fulfilled the compulsory bi-annual reporting requirements of BNM’s Climate Change and Principle-based Taxonomy Guidance Document (“CCPT”). With adherence to BNM’s CCPT, financial institutions are mandated to report their lending, underwriting and investment activities in an open, transparent and consistent manner, which are also aligned with the TCFD climate-related financial risk disclosures.

Committed to phasing out coal in underwriting by 2030, in addition to other ESG-sensitive industries

Coal-fired Power Plants

Tobacco Manufacturers

Weapons Manufacturers

In support of

3 GOOD HEALTH AND WELL-BEING

7 AFFORDABLE AND CLEAN ENERGY

13 CLIMATE ACTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



SUSTAINABILITY STATEMENT

ENGAGING ON CLIMATE CHANGE

Engagements with various corporate groups and chapters focused on Climate Change is a key avenue for Tune Protect Group to keep abreast with transitional changes such as policy, regulatory and legal obligations, while also making sure that our voice is heard in discussions for the development of national climate strategies.



Tune Protect Group is fully committed to steering the organisation through an effective climate transition strategy, taking into account the need for financial stability, increased resilience and sustainability. Tune Protect joined Climate Governance Malaysia, the Malaysian Chapter of the World Economic Forum’s Climate Governance Initiative in line with this commitment.

Tune Protect Group became a founding member of PIAM’s Climate Change Action Committee (“CCA Committee”) established in September 2022. The CCA Committee functions as an advisor in identifying and making recommendations for issues, challenges and priorities facing the general insurance sector in managing the transition towards net zero carbon emission economy. The Committee also serves as a platform for the sharing of knowledge, expertise and best practices for mitigating climate-related risks.

WE SUPPORT



Since early 2023, Tune Protect Group has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, environment and anti-corruption. Through becoming a signatory to the UN Global Compact Network Malaysia and Brunei (“UNGCMYB”), and we leverage on shared resources to engage our employees and enhance their capabilities with knowledge on Climate Change and environmental stewardship, and engage more deeply with the principles of good business as defined by the United Nations.



Tune Protect Group also committed to the Malaysia Digital Climate Action Pledge, which is a corporate pledge that aims to increase the adoption of sustainability and climate action by businesses across the digital economy. The pledge is in line with the government’s commitment to be a carbon-neutral nation by 2050 and is a joint effort by the Malaysia Digital Economy Corporation (MDEC) and UNGCMYB.

SUSTAINABILITY STATEMENT

CLIMATE-RELATED SCENARIO ANALYSIS

As of December 2022, our use of scenario analysis of climate variability is distinctive to flood risks and concentration, and considers past experience and probabilistic future loss, based on our reinsurance broker’s Catastrophe Model with regards to our business and risk exposure, which are mainly short term. This includes frequency and severity evaluations.

As part of our stress testing framework, the flood loss assessed by our reinsurance broker is incorporated into the Financial Condition Report (“FCR”), Internal Capital Adequacy Assessment Process (“ICAAP”) and Individual Target Capital Level (“ITCL”) exercises with the purpose of ensuring the ITCL and internal trigger levels are appropriate.

We are also committed to improving the quality of data on climate risks, so that we can assess our climate risk exposure and scenario analysis more accurately, as well as the pricing of our insurance products with the aim to provide the best possible climate risk coverage for our clients, whilst effectively mitigating transmission risks arising from claims.

We intend to review and assess the material applicability of more granular climate scenario analysis on our business as we align our CRMSA practices with the BNM policy document on the same, as published at end November 2022. In the coming year, we will also revisit the existing climate related scenarios assessed to ensure appropriateness to our risk appetite, including proposing risk limits and thresholds for climate-related risks.

RISK MANAGEMENT

As an insurtech player, we prioritise risk management and CSR. In light of the growing impacts of Climate Change, such as increasing frequency and severity of events such as floods, droughts, forest fires and more, we are dedicated to managing the risks of Climate Change on our business through understanding and mitigating our risk exposures.

To address this challenge, the Group has developed innovative protocols and techniques for managing climate-related risks, and we are committed to continually

updating our approach as the situation evolves. While we have excluded carbon-intensive industries such as coal-based business, tobacco and weapons manufacturing, we continue to study avenues to enhance our climate-risk identification abilities to develop more granular risk appetite criteria.

INCORPORATING CLIMATE RISKS

We are committed to considering climate-related risks and opportunities in an integrated way across the Group in order to mitigate these exposures. In the future, we aim to incorporate a more granular mapping of climate risk to other risk types which occur along our value chain.

The expected effects of weather conditions due to Climate Change have been included in our Enterprise Risk Register including a focus on the increasing frequency, severity and cost of extreme weather events because of global warming. Risk owners are identified in the Enterprise Risk Register for each impact category as we assess these risks across our businesses. We have also taken into consideration of climate risks in setting our ITCL.

We are focused on progressive development of data capabilities, tools and methodologies by the Group to effectively aggregate and report material climate-related risk.



SUSTAINABILITY STATEMENT

METRICS AND TARGETS

We have committed to ensuring that we are Zero Coal in our underwriting and investment portfolios by 2030. Guided by the BNM CRMSA, we are enhancing our Climate Risk Management practices – and are assessing relevant metrics and targets for climate action by 2024.

As part of our efforts to mitigate the impact of Climate Change, we are taking forward steps to measure Scope 3 emissions resulting from indirect greenhouse gases (“GHG”) generated in the supply chain. We are studying a tracking method for employee commutes through our HRMS as well as emissions arising from employee business travels. In 2022, our Group CEO’s internal combustion engine vehicle was replaced with a hybrid car to further reduce reliance on fossil fuels.

Our Carbon Footprint

In 2020, we developed a carbon footprint measurement process using the globally accepted GHG Protocol Framework. The carbon footprint amounted to 301.42 tonnes of CO₂e in 2022 and is divided into two main categories, Scope 1 and 2 emissions; direct and indirect GHG emissions from on-site activities and purchased electricity respectively.

| Carbon Footprint (tCO ₂ e) | 2020 | 2021 | 2022 |
|---|-------|-------|--------------|
| Scope 1 Direct emissions from fuel consumption by Company-owned vehicles | 23.3 | 14.5 | 7.4 |
| Scope 2 Indirect emissions resulting from electricity consumption | 334.3 | 283.7 | 294.0 |
| Total | 357.6 | 298.2 | 301.4 |

Note:

The details of our carbon footprint calculations are as follows, and cover operations in Malaysia only:

Scope 1

- Three vehicles owned by the respective entities; one owned by Tune Protect Group and two owned by Tune Protect Malaysia. One fully fuel-based car was replaced with a hybrid vehicle in June 2022.

Scope 2

- We use a location-based approach to computing our Scope 2 emissions.
- Our Malaysian companies’ electricity consumption was solely supplied from Tenaga Nasional Berhad in Peninsular Malaysia, while branches in East Malaysia were supplied by Sarawak Energy Berhad in Sarawak, and Sabah Electricity Sendirian Berhad in Sabah.

Sources:

- Emissions Factors for motor gasoline consumption was taken from the IPCC Guidelines for National Greenhouse Gas Inventories (2006) from 2020 to 2021, and from the MYCarbon GHG Reporting Guidelines (version 1.6), by the National Corporate GHG Reporting Programme for Malaysia (2014) in 2022.
- Electricity consumption was obtained from GreenTech Malaysia, 2017 Clean Development Mechanism (CDM) Electricity Baseline for Malaysia.

Products That Advocate Responsible Environmental Behaviour

While we are in the process of enhancing our capacity to measure our indirect, Scope 3 emissions, we aim to encourage our customers to manage their own carbon emissions, particularly those generated indirectly through our product offerings. We recognise that our primary exposure to climate risk lies in our Lifestyle policies (through coverage of cars and motorbikes), and we will continue to study our other climate adaptation-based product opportunities in the Health and SME pillars.

SUSTAINABILITY STATEMENT

Pay-As-You-Drive

In our efforts to protect the environment against the adverse of CO₂ emissions, we launched Pay-As-You-Drive (“PAYD”) in 2019 to enable all drivers to reduce their carbon footprint and, at the same time, save money. PAYD is a non-restrictive personal car insurance product that allows customers to pay less when they drive less and vice versa. The PAYD solution is also a customer’s strategy towards reducing their carbon footprint, as driving less reduces CO₂ emissions on any given day. PAYD is optional, which means customers do not have to incur additional costs and for those with minimal mileage, they are rewarded with a yearly reimbursement of up to 20% of their basic premium.

EV Rider coverage

To further encourage the transition towards a low-carbon economy and support ownership of Electric Vehicles (“EV”), we launched a campaign to provide free PA coverage for drivers and riders. All customers purchasing motor insurance for EVs receive rider coverage and unlimited towing services. Through this campaign, we provide greater incentives for customers to switch to EVs when they can.



INSURANCE PRODUCTS THAT AID THE MANAGEMENT OF CLIMATE-RELATED RISKS

In alignment to BNM’s CCPT, we have classified the climate-related exposure of our portfolio to support our risk assessments, and monitor our climate-related risks and opportunities. The percentage of Gross Earned Premium for 2022 originating from our products which aid the management of climate-related risks is 19.24%.

| Insurance cover for | Percentage of Gross Earned Premium for 2022 (%) |
|---|---|
| Flood under Other class | 18.85% |
| Flood under Fire class | 0.29% |
| Flood under Motor class | 0.08% |
| Hydro-energy production and Solar-energy production | 0.02% |
| Total | 19.24% |

SUSTAINABILITY STATEMENT

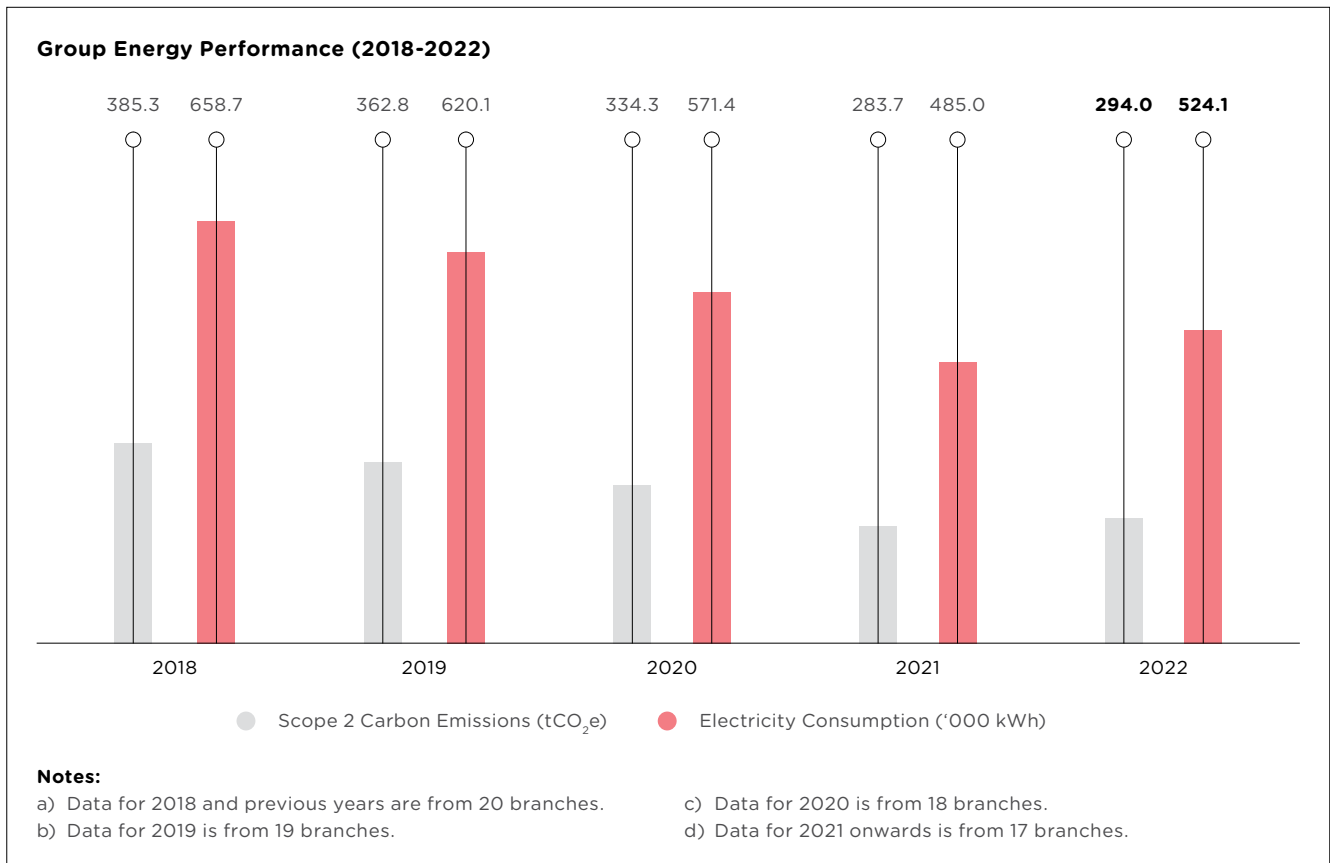
MATERIALS (RESOURCE CONSUMPTION)

ENERGY CONSUMPTION

We have continued our Flex Work Arrangements (“FWA”) in 2022 whereby employees are given the option to WFH for up to three working days a week. In addition, we have increased our environmental efforts by conducting Weekly Earth Hour which includes turning off non-essential lights when not in use.

However, in 2022, as more employees opted to return to office more regularly across all our branches and in our headquarters, we recorded a marginal 8.1% increase in electricity consumption, compared to 2021.

The graphs below illustrate the electricity consumption in both our headquarter and branches over the years.



WATER CONSUMPTION

Sustainable practices in managing our consumption of water are vital to conserve and protect water resources, apart from our efforts to conserve energy and reduce our carbon footprint. Our commitment to manage our water consumption also seeks to protect the environment and its limited natural resources which impacts us, especially during water cuts and droughts. We continue to raise awareness on the importance of reducing our use of water through initiatives such as placing signages in the restrooms of our headquarters and encouraging employees to monitor their consumption.



In 2022, we began tracking the water consumption 16 of our branches across Malaysia to gain greater insights into our environmental impacts. Our water consumption for the year was 1,009 m³.

SUSTAINABILITY STATEMENT

PAPER CONSUMPTION

To reduce our environmental footprint, we have gravitated towards paperless operations and digital delivery. This includes the design, development and delivery of our products electronically and digitally. In addition to the existing approach of emailing policy documents to customers, we provide fully editable forms that can be used online.

In this digital age, we have taken to e-billing and paperless transactions through our e-card feature. We are also introducing paperless collaterals and business cards to reduce environmental pollution caused by excessive use of paper products. This is applicable to both our PRO-Health Medical and Dental Easy products.

As part of our digitisation and paperless initiatives, we initiated Project KonMari in 2021. The project involves the removal of outdated dot matrix printers used in our business operations which were major sources of our paper consumption. We further reduced the environmental burden of our printing activities by adjusting default office printer settings to duplex and grayscale printing, while installation of new printer devices is on a request basis. We also give employees the option to print on recycled paper for internal usage when necessary.

The implementation of our environmental protection initiatives and paperless processes led to an overall reduction in the Group’s sheet-usage, with a total of 481,617 sheets of paper consumed, which was equivalent to a massive 61.9% drop y-o-y. We limited our printing usage to roughly 30,000 sheets per month beginning October 2022.



Our Melaka Branch colleagues’ successful Project KonMari, part of our Paperless initiatives.

WASTE COLLECTION AND DISPOSAL

We believe that the 5R approach to environmental protection is one of the most effective ways to ensure our impact on the environment is minimised. This approach promotes resource conservation, efficient use of materials, reduction of waste material and its harmful effects on the environment, better environmental protection measures and recycling. Through these efforts, we are striving to promote sustainable development by protecting the resources we rely on today so that they will be there for future generations.

- **Refuse**

We are committed to minimising the effect of our operations on the natural environment. In line with this commitment, we encourage employees to reduce their carbon footprints by doing their part in preventing indiscriminate dumping of recyclable materials. Employees are encouraged to use waste bins and collection containers so that they can reduce waste at source.
- **Reduce & Repurpose**

We believe that reducing unnecessary purchases to indirectly lower carbon emissions is key to sustainability. The Green Screen group on our Workplace social media platform aims to present messaging to educate readers about the carbon emissions generated from unnecessary purchases and should therefore be avoided where possible.
- **Reuse**

Our employees are encouraged to opt for reusable food containers, bottles and bags in place of single-use plastic, especially for meals at the office. We help our communities through Project KonMari and donate gently-used furniture to charitable organisations such as IDEAS Autism Centre, IDEAS Academy, Bake with Dignity, Negeri Sembilan Deaf Association, Monfort Boys Town, Monfort Training Centre Melaka and Chin Refugee School Kuala Lumpur.
- **Recycle**

To prevent glass, metal, and mercury content from polluting landfills and leaking into water resources, we recycled fluorescent tubes and e-waste materials. They were all sent to collection facilities, wherein employees made sure they were disposed of and recycled in compliance with the law. In 2022, we recycled:

 - 39 fluorescent tubes and 47 bulbs
 - 100 batteries, four mobile phones, two power banks and one tablet

SUSTAINABILITY STATEMENT

CLIMATE ACTION AND ENVIRONMENTAL PROTECTION INITIATIVES

Tune Protect Group is committed to the responsible use of resources. We advocate a climate-conscious work environment by regularly assessing our carbon footprint and waste generation, promoting responsible consumption of energy and paper, adhering to proper waste management in our offices and encouraging eco-friendly practices with our suppliers. Our initiatives include:

- Earth Hour Fridays - turned off unnecessary lights and electrical appliances for one hour from 12pm to 1pm, symbolic of our collective commitment to reducing the effects of Climate Change
- The Workplace Green Screen weekly internal newsletter showcased employees' environmentally responsible acts carried out in their daily lives in support of a greener environment
- Bi-annual e-waste initiative to collect, recycle and dispose batteries at 1Utama Recycling Centre
- Safe recycling of fluorescent tubes, bulbs, paper and plastic at IPC Recyclable Waste Drop Off Station in accordance with environmental laws
- Replaced lights with LED bulbs in the Boardroom at our headquarters
- Installed programmed timers for water boilers to reduce electricity consumption, enabling them to power off automatically every day after working hours
- Lighting floor plans for switching off non-essential lights when no longer required on Level 9 of Wisma Tune
- Energy, water and paper conservation reminders, wraps and signages
- Promoting recycling and the use of reusable containers, cups and utensils



Snap & Win:

Zero Emissions and Car-Free Week

In conjunction with Zero Emissions Day and World Car Free Day 2022, we held an internal contest to advocate a future without air pollution. Tune Protectors were asked to go car free and submit a photo with a creative caption on our social media channels. This also raised awareness on the importance of reducing our carbon footprint.



▶ Employees riding the train to lunch

SUSTAINABILITY STATEMENT



OUR PEOPLE & COMMUNITY

Aligning with the UN SDGs



Mapping to Our Capitals



Sustainability Material Matters

- Diversity & Equal Opportunity
- Occupational Health & Safety
- Local Communities
- Customer Privacy

Why It Matters

- To cultivate a diverse and inclusive workforce, providing equal opportunities for all in our commitment as a responsible employer
- To build an organisation that complies to the highest standards of local health and safety management
- To prioritise the protection of our customers' data to gain their trust and loyalty
- To support the needs of unserved, underserved, and the underprivileged



DIVERSITY & EQUAL OPPORTUNITY

We embrace the rich diversity of our employees, and we strive to provide our people equal opportunities in their careers. As a testament to our commitment to diversity and inclusion, we continue to participate in the Bloomberg Gender Equality Index (GEI) in 2022.

Driving Diverse Recruitment

We remain guided by our Group Recruitment and Selection Policy which facilitates our recruitment process, ensuring that we only handpick the best candidates in a fair and transparent manner. In addition, we ensure that our operations are in compliance to global human rights frameworks and conventions in line with the Ten Principles of the UN Global Compact.

For more information of the frameworks and conventions we adhere to, kindly refer to page 45 under Our Governance.



The AIESEC Business Case Challenge

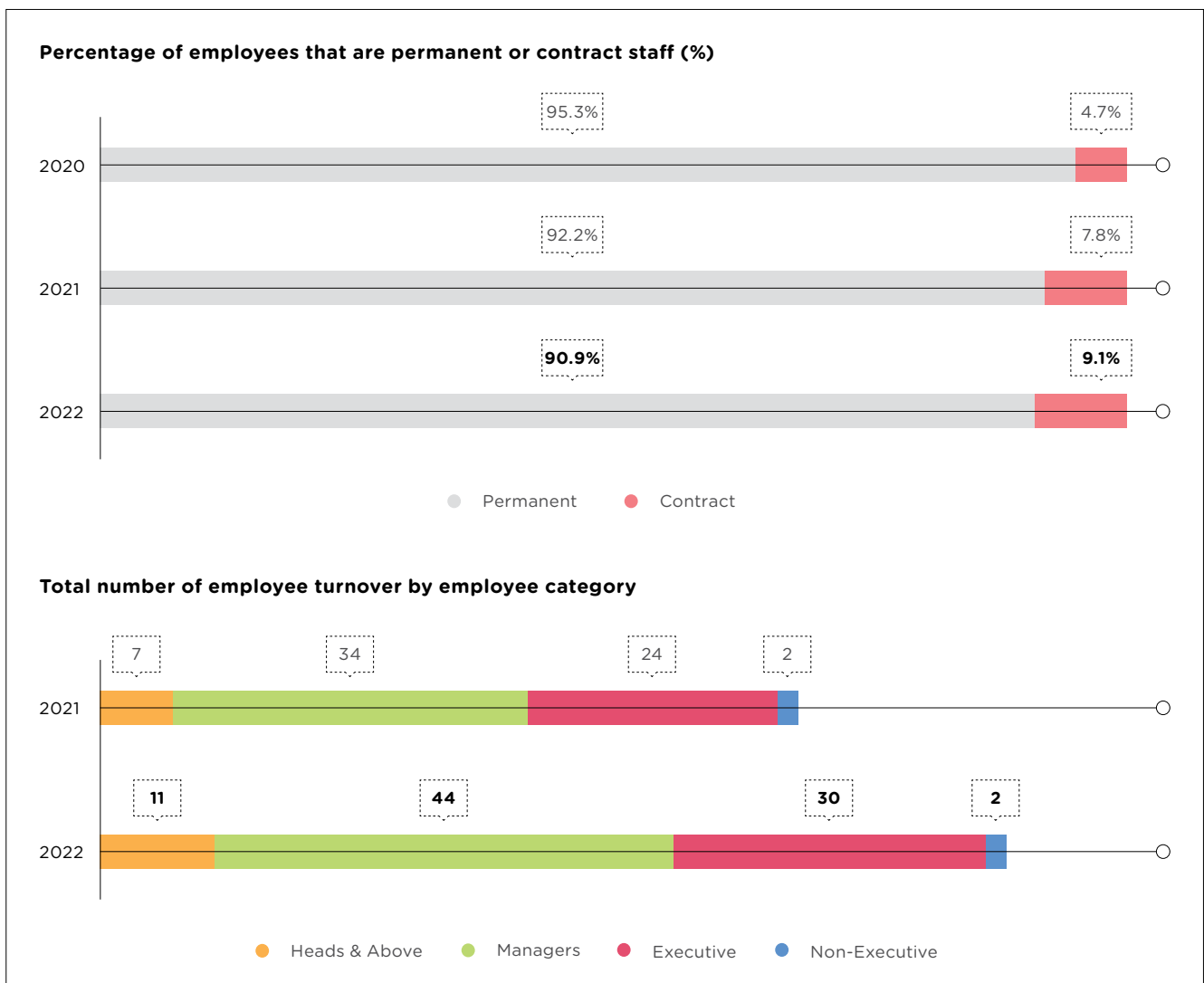
SUSTAINABILITY STATEMENT

Candidates are carefully chosen based on merit and our selection process is in compliance with applicable employment laws, while implementing effective risk management measures and advocating our underlying CoC principles. The following are some of the principles in our CoC:

- Applicants are selected based on merit; their skills, knowledge and conduct will be evaluated against the various criteria relevant to the position they are applying for.
- We are committed to building a diverse workforce as we believe it gives us the competitive edge to drive our business.
- Our employment processes are conducted in a transparent manner, assuring our applicants have full confidentiality.
- Our processes adhere to all relevant employment laws and regulations.

Tune Protect aspires to be the employer of choice for millennials and the upcoming generations to expand its pool of talents. To this end, the Group continued its internship programme for the second consecutive year, to drive innovation and elevate our brand as the employer of the future, and providing existing employees with opportunities for upskilling. In 2022, 8.2% of our interns became our new permanent hires.

During the fourth quarter of the year, we also organised two impactful events to increase our visibility as the employer of choice among zillennial talents, namely the Tune Protect Roadshow with Asia Pacific University and the AIESEC Business Case Challenge. These two events generated approximately 1,000 resumes from the undergraduates. Approximately 16.4% of all new hires in 2022 were zillennials, up from 10.7% in 2021.



SUSTAINABILITY STATEMENT

Engaging and Empowering Women Leaders

The Group is also committed to gender equality, in enabling the equal representation of women in our senior management teams. This is in line with our support and as a corporate member of the 30% Club Malaysia, the Malaysian chapter of a global business-led campaign that accelerates gender parity on C-suites and the Board. In 2022, 50% of our Board comprise women directors. This exceeds the MCCG’s and Bursa Malaysia’s requirements, and outperforms the Malaysian average of 26%*.

* Source: New Straits Times, “Malaysia has highest percentage of women board members in Asia” (28 April 2022)

In 2022, we became signatory of the Women’s Empowerment Principles (“WEPs”), established by the UNGC and UN Women. As a member of the WEPs’ collective group of signatories, we are committed to making a difference for gender equality and women’s empowerment in the workplace, marketplace and community.



The Women’s Empowerment Principles resonate deeply with me, as I believe this is the right thing to do. In my first year joining Tune Protect we made a commitment that 50% of our leaders would be women by end-2023. We are proud to note that as at the end of 2022, 38.2% of senior leadership consists of women, as does 50% of our Board.

Rohit Nambiar
Group CEO



Top Management’s Commitment

Since September 2022, our Group CEO Rohit Nambiar has been selected as a mentor for the 30% Club Malaysia Board Mentoring Programme. The programme, launched in 2017, is aimed at accelerating the appointment of women to board positions and enhance diversity and inclusion within Malaysian PLCs. Through nine months of mentorship, a more inclusive pipeline of Board-ready candidates are developed professionally and personally while raising their profiles and visibility among PLCs.

Empowering Women through Coaching

The Group organised several initiatives to empower women in the workforce and to inspire them to move forward despite the biases against women in the workplace, at school and at home. To celebrate the women in our midst, Tune Protect launched a series of ‘Unconscious Bias Workshops’ participated by more than 100 people managers.



▶ Unconscious Bias Workshop for people managers

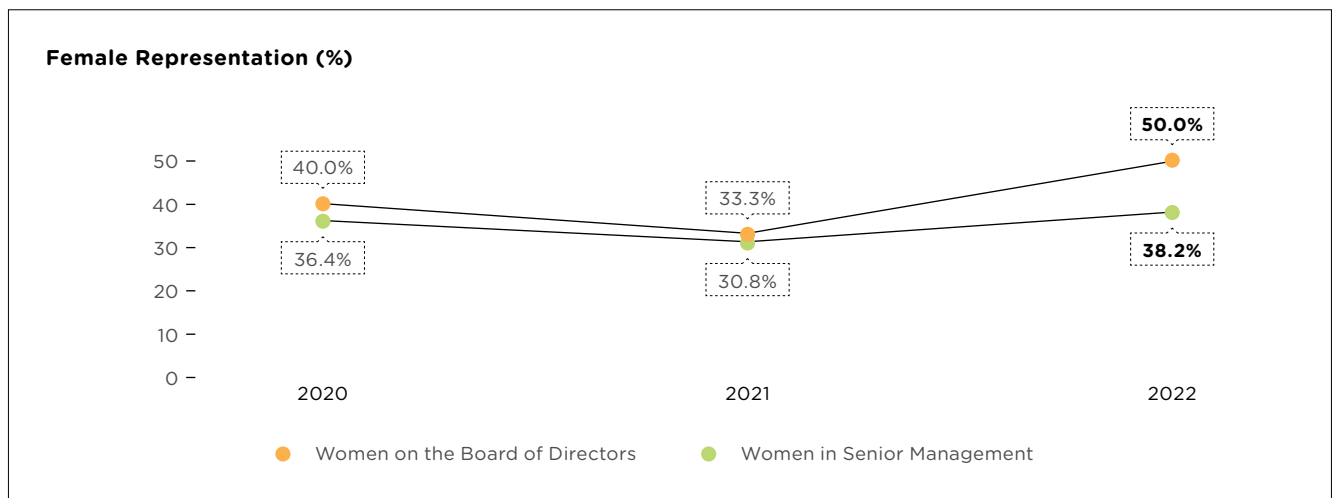


▶ Participants of the Tulips Movement coaching sessions

SUSTAINABILITY STATEMENT

From June to September 2022, we also set up group coaching for women leaders in collaboration with Tulips Movement Malaysia, a local Not-for-Profit Organisation (NPO) focusing on women and youth empowerment. The sessions featured inspiring speakers from LinkedIn and Inspire Group Asia who spoke on the following topics:

| | | | |
|------------------------|------------------------------------|---|---|
| | | | |
| Women in Digital Space | A Woman's Journey as an Ambassador | From Corporate World to Being an Entrepreneur | The Importance of Leadership Conversation |



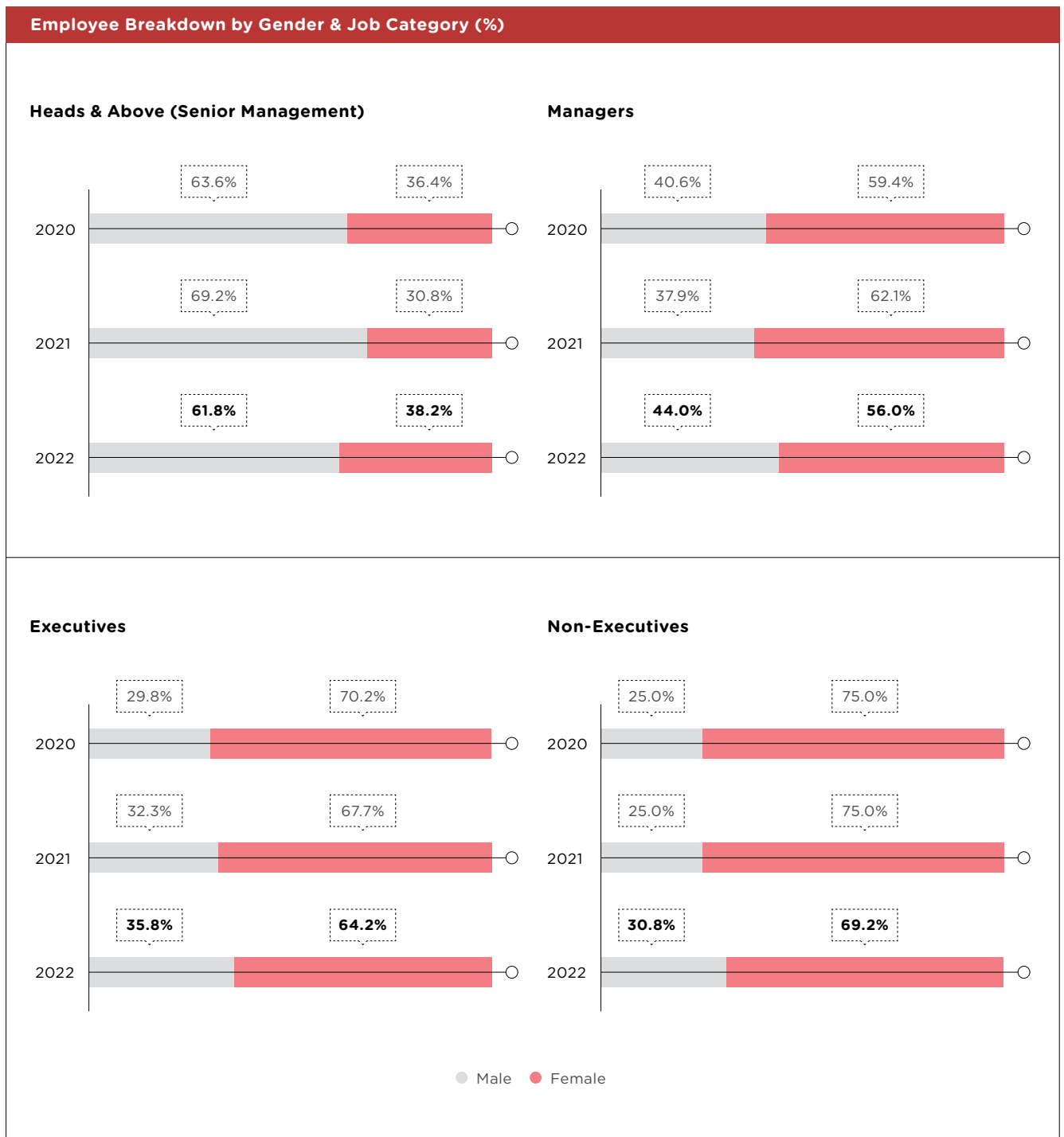
In October 2022, a fireside chat focused on sexual harassment was hosted live on Workplace to raise awareness of our sexual harassment policies and practices. The session, organised by the People and Culture team, also discussed how to spot and call out instances of harassment in the workplace. The live session was archived on Workplace and received over 240 views.



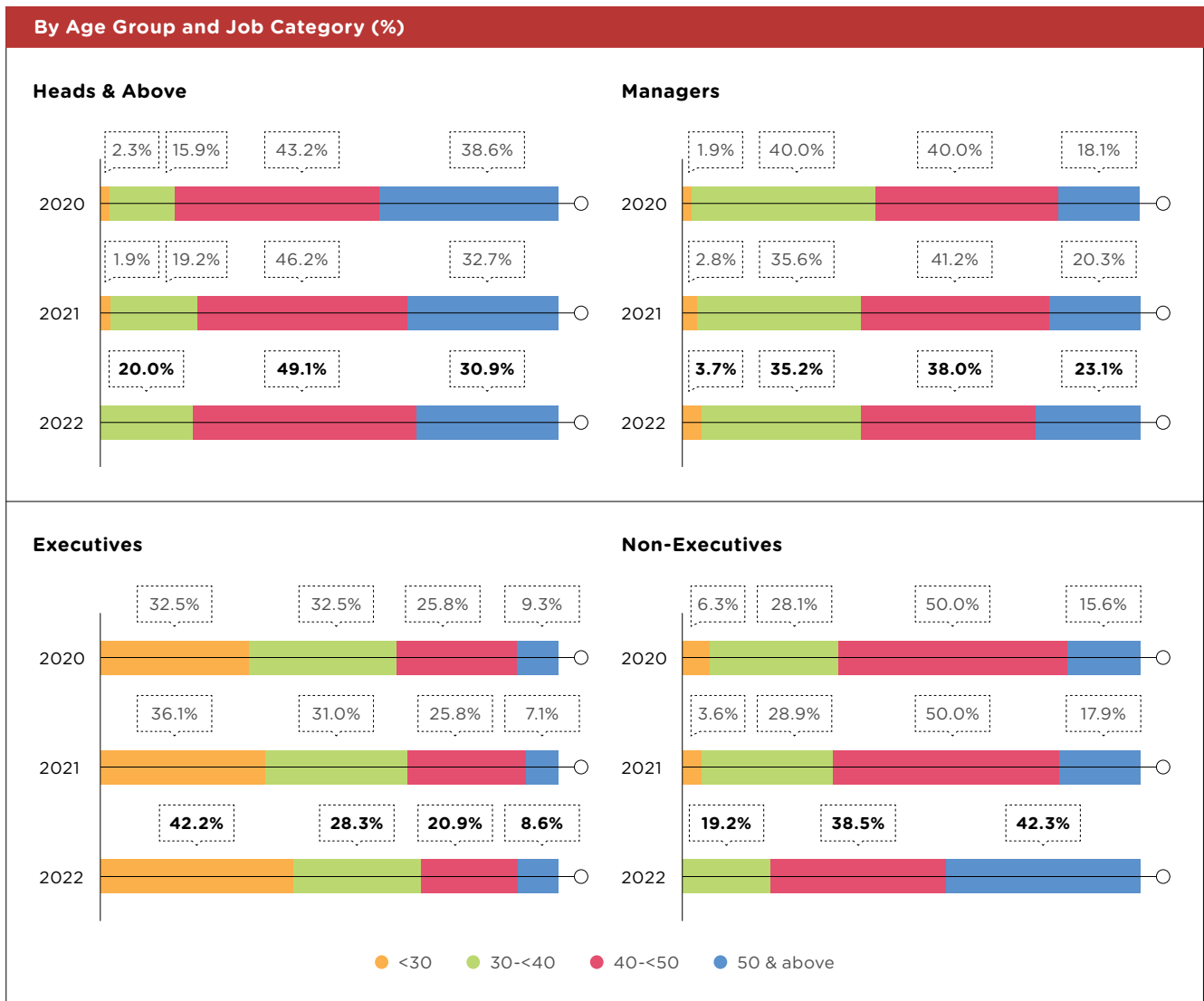
SUSTAINABILITY STATEMENT

OUR WORKFORCE COMPOSITION

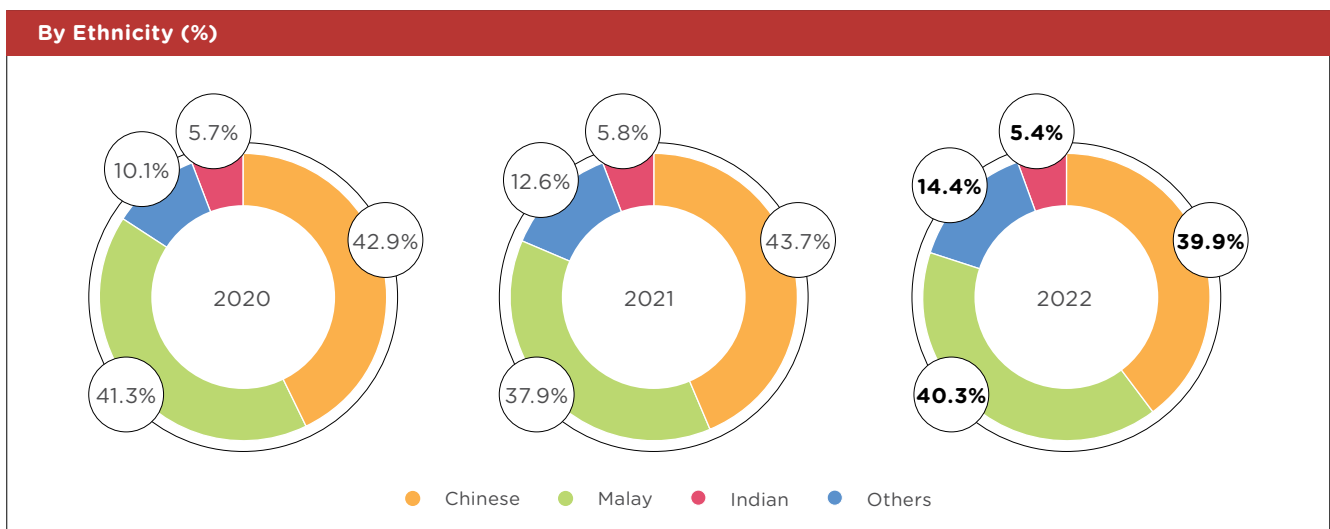
We believe that a diverse workforce brings significant advantages including better opportunities for creativity and problem-solving skills, smarter decision-making and increased productivity. The following infographics illustrate the diversity of our workforce in 2022.



SUSTAINABILITY STATEMENT



Note:
Data provided by employee category is in alignment with the 2022 amendments to Bursa Malaysia's Sustainability Reporting Guidelines on Common Material Topics. To enhance our reporting, we have standardised classifications of job categories for employees across three years of historical data.



SUSTAINABILITY STATEMENT

Inclusive Work Arrangements and Benefits

Our human capital is the driving force of our goals, ambitions and success. As such, we value each individual and their contributions as our diverse workforce is made up of varied experiences and perspectives that drive our business to thrive. We continue to adopt fair recruitment practices and provide job opportunities for all, including those with who are differently-abled.

In relation to compensating our employees for their commitment to their work, time and efforts, we provide fair and living wage remuneration in line with the Minimum Wages order, and offer attractive benefits to promote equal opportunities, as shown below:

| | | | |
|--|--|--|---------------------------------------|
| | Leave (including Annual, Medical, Birthday, Marriage, Replacement, Hospitalisation, Maternity, Prolonged Illness, Paternity, Exam, Compassionate, Emergency) | | Hospitalisation and Surgical Coverage |
| | Optical Care Benefit and Claim | | Term Life Coverage |
| | Outpatient Medical Coverage | | Professional Subscription Fees |
| | Medical Check-up/Health Screening | | Actuarial Benefit Scheme |
| | Mobile Phone Reimbursement | | Personal Accident Coverage |
| | Dental Coverage | | |

In 2022, we enhanced our parental leave policies to 90 days of maternity leave and 14 days of paternity leave, beyond the minimum statutory provisions under the Malaysian Employment Act 1955. All employees are entitled to parental leave, regardless of probationary or confirmed status. All employees who applied for Parental Leave in 2022 returned to work after the allocated period.



SUSTAINABILITY STATEMENT

We have been practicing workplace flexibility since 2021 under our FWA to accommodate our employees' work-life balance, in addition to supporting women in our workplace who may have extra responsibilities at home. Tune Protect Thailand has also adopted the FWA towards the end of 2022.

FLEX WORKING ARRANGEMENTS

1

Flex-Dress

Dress comfortably

2

Flex-Time

Adjust your working hours to suit your and your team's needs, ensuring coordination and collaboration with team members

3

Flex-Space

Work from home or at any other ideal location. Manage your own time and schedule.



'Wo Suka You': A Malaysia Day Short Film

A diverse group of in-house talents from Tune Protect gathered to produce a 7-minute short film to celebrate Malaysia Day 2022. The making of the short film has encouraged internal staff to showcase their talents and highlight the core values of Tune Protect - 'Better Together' and 'Be Curious and Bold'.



SUSTAINABILITY STATEMENT

Training & Development

Investing in our employees’ training and development needs are important as it can positively impact our company culture, improve job satisfaction and also increase employee engagement and retention. It is vital to provide our employees with access to learning, development and training opportunities as underscored in our Group Learning and Development Policy. We continue to offer our employees a broad range of learning activities that are necessary for their jobs, which include coaching or mentoring and structured training programmes.

Through our e-learning platforms, we ensure that all employees have access to learning materials even when WFH or on-the-go.

Total Training Hours by Employee Category

| Job Category | Total Hours |
|-----------------------------------|-------------|
| Heads & Above (Senior Management) | 2,916.0 |
| Managers | 7,233.9 |
| Executives | 5,549.0 |
| Others* | 874.7 |

* Comprises mix of non-executive and other job categories

TOTAL EMPLOYEE TRAINING HOURS

16,573.6 hours

AVERAGE TRAINING HOURS PER EMPLOYEE

34.2 hours per annum

AVERAGE TRAINING DAYS PER EMPLOYEE

1.4 days



Best In-House Certification Programme

Our Lean Ninja Programme received the GOLD award from Human Resources Online in the 2022 Employee Experience Awards as the Best In-House Certification Programme. The award acknowledged our in-house talents and efforts towards developing an agile workforce. Eight employees were recognised as scrum masters in 2022.

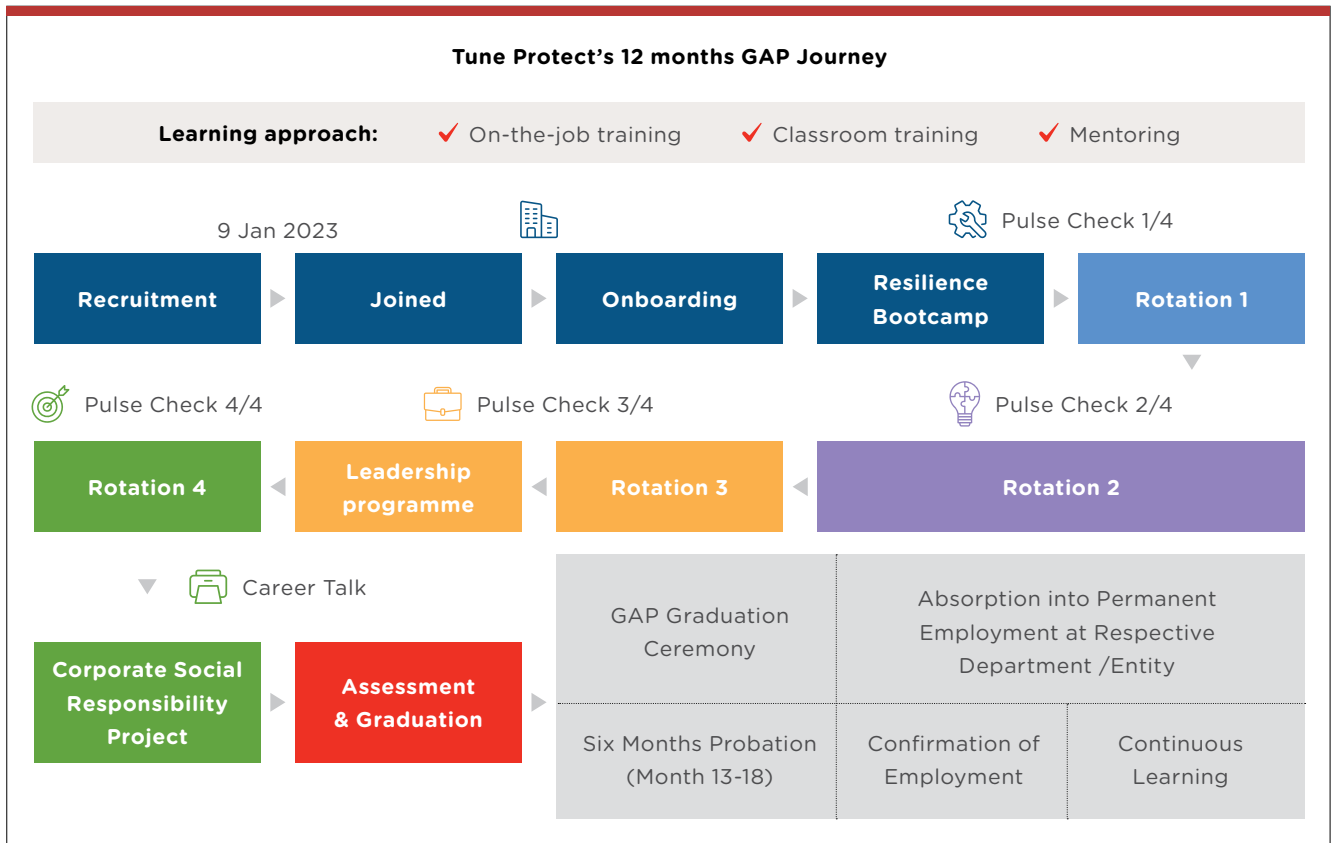
SUSTAINABILITY STATEMENT

In 2022, we introduced a wide spectrum of training programmes, workshops, succession planning and leadership programmes, knowledge sharing sessions and other initiatives to keep our employees fully engaged.



Graduate Apprenticeship Programme (“GAP”)

- ✓ Launched in September 2022, GAP is year-long graduate programme specifically tailored for new graduates.
- ✓ The programme provides graduates with foundational knowledge and skills via experiential learning and a 360-development programme to cultivate the right attitude and philosophy.
- ✓ GAP also serves as a platform for participants to learn and grow in a structured manner to nurture future leaders.
- ✓ At the last leg of the GAP journey, there will be a final selection of four apprentices based on 70% passing marks or two votes by assessors, who will advance to an onboarding on 9 January 2023.



SUSTAINABILITY STATEMENT

Succession Planning & Leadership Programmes

We make every effort to have a steady pipeline of leaders to ensure our Group’s long-term success. Through succession planning, we are able to identify and nurture suitable people within the Group to fill critical roles whenever required. In 2022, we identified 18 roles as Mission Critical Roles which led to role management and technical ratings being conducted for these roles, where we established about 36 potential successors. To expand our efforts in this area, we also launched the following:

| | |
|--|---|
| <p>FLAME A leadership competency framework and leadership programme</p> | |
| <p>ADVANCED LEADERS PROGRAMME (ALP) 15 participants</p> | <p>EXECUTIVE COACHING PROGRAMME 7 leaders</p> |
| <p>EXPERIENCED LEADERS PROGRAMME (ELP) 13 participants</p> | <p>MENTORING PROGRAMME 3 leaders</p> |
| <p>INDIVIDUAL LEADERS PROGRAMME (ILP) 21 participants</p> | <p>TALENT MOBILITY PROGRAMME 4 leaders</p> |



Tulips Movement coaching session participants

SUSTAINABILITY STATEMENT

EMPLOYEE ENGAGEMENT

Culture Transformation

Workplace culture is crucial to the growth of our organisation as it impacts employee satisfaction, enhances productivity and increases staff retention. We believe that nurturing a positive culture will foster a sense of belonging and motivate our workforce. Additionally, a strong workplace culture can help us to attract the best talents in the industry and strengthen our reputation, enabling us to meet our goals and objectives. We continue to keep our employees fully engaged digitally and physically, internally and externally via Workplace by Facebook, WhatsApp and Microsoft Teams – to enhance well-being and ownership across the organisation.

In 2022 we established SPARK, the Sports and Recreation Club, where all employees were placed into houses based on our Core Values. The Culture Committee-led group organised several sports events and physical activities, such as a Bowling League for all employees, including those based in Bangkok and Dubai, and coordinated participation for sports competitions held for financial institutions and insurance companies.

12 individuals which comprised of members of the Culture Club committee and employees also climbed Mount Kinabalu in October, led by our Group CEO, Rohit and TPM CEO Jubin Mehta.



SPARK Activities

- ✓ Tune Protect Bowling League 2022
- ✓ Employee Gala Dinner
- ✓ Futsal Friendly
- ✓ The 14th Malaysian Insurance Institute (MII) Inter-Insurance Companies Bowling Tournament 2022
- ✓ Credit Tip-Off Service (CTOS) Inter-Financial Institutions Badminton Championship 2022

Other engagement activities organised to foster teamwork and embed our core values amongst employees include:

Triathlon Series in Melaka, Port Dickson, and Putrajaya (March, June, August, November 2022)

As the exclusive Insurance Partner for the 2022 Triathlon Series, we encouraged employees to participate as a motivation to adopt a healthy and active lifestyle.



Tune Protect Thumb Wrestling (October to December 2022)

A bi-monthly event was organised to encourage employees to participate in friendly competition and increase camaraderie.



SUSTAINABILITY STATEMENT

Knowledge Sharing

We conducted internal engagement activities such as THINK Thursdays to increase the knowledge of our employees in their individual roles, through providing a wealth of information. They include insurance, cybersecurity, sustainability and environmental awareness, healthcare, General Insurance 101, knowledge on statutory bodies and practices of the Employees’ Provident Fund (“EPF”), the Inland Revenue Board of Malaysia (“LHDN”) and more. Conducted on selected Thursdays, the sharing sessions were facilitated by our internal or external speakers and subject matter experts. Through these engagements, we continued to work with the Free Tree Society to organise a session on the environment, while our Sustainability team conducted a session on how Climate Change impacts each person individually. In 2022, the following knowledge sharing sessions were held for the benefit of our employees:

- ✓ X Factor & Be Smart with Your Money with Ringgit Malaysia
- ✓ Elevate Your Career, Secure Your Future
- ✓ Cybersecurity: Keep the Hackers Away
- ✓ Product & Development Team
- ✓ General Insurance 101
- ✓ Sustainability & Me
- ✓ Our Planet is Screaming, Are We Listening?
- ✓ Roles of an Underwriter

Other Employee Engagements and Internal Contests

We utilise social media such as TikTok and Workplace to engage employees in the following initiatives:

Banana Invasion

Distributed free bananas to random Tune Protectors in the office to promote our CSR events with YCK and encourage participation within internal staff.



Guess the Landmark: Merdeka Contest (August 2022)

We organised a contest in conjunction with Merdeka to encourage the participation and engagement of internal staff on Tune Protect’s Tik Tok. Our Tune Protectors were tested on their knowledge regarding Malaysia’s landmarks.



SUSTAINABILITY STATEMENT

World Cup Trivia with Tune Protectors

Engaging with employees on their knowledge on World Cup, we took the opportunity to highlight the importance of togetherness through a shared passion for football and the celebration of World Cup.



#WinWith333

An awareness-raising campaign on our Group-wide 3-3-3 commitment to internal and external stakeholders. Our engagement was fully digital with an open-ended concept to encourage creativity.



Sustainability Tagline Contest: 'In Tune for a Better Tomorrow'

To encourage Tune Protectors to embrace sustainability and to refresh our sustainability tagline, a contest was held for all employees to submit fresh, and creative taglines to be used across our corporate communications. A total of 108 taglines were submitted by 36 participants, with eight entries that were shortlisted for voting. The top three taglines received spa gift vouchers.

All participants received gift packs which supported our flagship Orang Asli Financial Literacy, Empowerment & Entrepreneurship Programme (FLEE) entrepreneurs, OA Bamboo Straws Enterprise, as well as Eat Shoots & Roots, a social enterprise aimed at encouraging urban farming and fighting food scarcity.



Measuring Employee Satisfaction

With strategic and inclusive employee engagement throughout 2022, we have increased our Employee NPS to +26% from +5% (as at end of 2021). We prioritise an open working environment where leadership and employees are encouraged to exchange ideas and consult across departments. This is reflected in our Employee Survey findings, which indicated that the majority of employees rated their experiences highly in the realm of leadership effectiveness and working processes. Overall ratings of employee well-being dimensions increased as well, a testament to our commitment to employee care.

SUSTAINABILITY STATEMENT



OCCUPATIONAL HEALTH & SAFETY

Governing Health and Safety Practices

At Tune Protect, we value our people highly and constantly work towards providing a safe and conducive workplace. Since the pandemic, we took strict measures to curb the spread of COVID-19 according to the fundamental health and safety guidelines under:

- The Occupational Safety and Health Act 1994 (“OSHA”)
- The Fire Services Act 1988

A COVID-19 emergency team was established to give support to our employees during challenging times. Our Group Occupational Safety and Health Committee (“GOSHComm”) and Group Occupational Safety and Health Team (“GOSH Team”) were tasked with providing safety protection to our Group including branches and extending to those under our collective bargain agreements as well as our visitors. The GOSHComm and GOSH Team consist of representatives from each entity and branch including our associate and joint venture companies.

The GOSHComm is accountable for leading and championing initiatives for:

| | | |
|---|---|---|
| 1 | 2 | 3 |
| <p>Safety</p> <ul style="list-style-type: none"> ✓ Fire safety & prevention ✓ Personal safety, accident prevention, training, talks and events | <p>Health</p> <ul style="list-style-type: none"> ✓ COVID-19 communication, prevention and case management ✓ Training, talks and events | <p>Security</p> <ul style="list-style-type: none"> ✓ General security practices |

During the year, both GOSHComm and GOSH Team have organised several initiatives in line with our Safety and Health pillar. These initiatives are aligned with Goal 3: Promoting Good Health and Well-Being.

GOSHComm launched the first GOSH ‘Challenge Your Summit’ Talk on safety and mental resilience, in collaboration with Ravi Everest. Ravi Everest is a celebrated professional mountain climber who conquered Mount Everest twice before and after our Summit. Over 300 employees from Malaysia, Thailand and the UAE attended the talk physically and virtually.

Meanwhile, the GOSH Team, which also functions as Fire Marshals and Emergency Response Team members in their respective locations, were involved in purposeful activities that helped our employees and at the same time, contributed back to society:

Fire Safety & Prevention

We held three fire safety sessions during the year. The first session was the face-to-face Fire Prevention Seminar by the Fire Preventor’s Society, specially arranged to ensure HQ Fire Marshals are prepared for emergencies. The second session was conducted digitally, through a Fire Prevention Webinar, organised simultaneously with the first session for our branch Fire Marshals. A third webinar training session was also organised for those who were unable to attend previous sessions. In another activity, Fire Safety walkabouts were conducted on the Level eight and nine at our HQ to raise awareness on fire exit locations, action plans in a fire situation, the location and usage of fire extinguishers. The same walkabout was also carried out for onboarding of new employees.

Personal Safety & Accident Prevention

We worked with Colleen Augustin, a 2019 International Mixed-Martial Arts Federation (IMMAF) World Bronze medallist and Asian Champion to deliver a Predator Alert Self-Defence Workshop. The workshop included useful safety tips such as prevention (carpark and street safety), self-defence and minimising injury techniques. Both physical and virtual sessions were conducted, with the virtual session archived for future reference.

SUSTAINABILITY STATEMENT

Natural Disasters Management

The Oh My GOSH Flood Advisory initiative released an animated advisory in anticipation of the year-end major floods. Employees were given pointers at the workplace via WhatsApp chatgroups on the following aspects:

| | |
|---|------------------------------|
| Office Safety | Food & Drinking Water Safety |
| Home Safety | Personal Safety |
| Protection against COVID-19 & Infectious Diseases | Travel Safety |

In 2022, we did not experience any Lost Time Injuries or work-related fatalities.

Supporting Health and Well-being

We carried out our sixth Blood Donation Drive in collaboration with the National Blood Bank for the World Heart Day 2022, conducted in our HQ as well as our branches in Ipoh, Miri and Kota Kinabalu. The Blood Bank received 60 bags of blood donated by other Wisma Tune affiliates and tenants including Tune Group, AirAsia, Tune Talk, Ormond, EMIR research and building manager Rahim & Co. Early bird donors were rewarded with merchandise such as Tune Protect caps, and all donors were presented with a Tune Protect Limited Edition Superhero collectible badge. The blood donations received are expected to save 180 lives.

Aside from that, we organised a Tune Protect Corporate Massage session in partnership with the Malaysian Association for the Blind to help dozens of colleagues in the HQ to de-stress, detox and unwind with complimentary massages whilst helping the blind masseurs generate income.



LOCAL COMMUNITIES

Charitable and Community Support

CSR is an integral component of our organisation and we stand guided by our CSR framework to support the unserved, underserved and underprivileged communities. Our CSR framework comprises three pillars including financial literacy, entrepreneurship and protection (“FEP”), that is aligned with various UN SDGs which promote inclusivity, equality, addressing Climate Change and more.

In 2022, we have collaborated with various parties to conduct initiatives with external and internal stakeholders and also ensured that we did our part for the environment. During the year, we have contributed RM150,000 and 1,517 CSR hours in meaningful activities such as:

Flood Relief Efforts - Kuala Terengganu and Hulu Terengganu

Responding to the wave of floods in December 2022, we partnered with airasia grocer and supplied Flood Relief Packs which contained food and necessities to victims. This initiative was a truly holistic effort as airasia grocer partnered with local entrepreneurs and Non-Governmental Organisations (“NGO”) to purchase, pack and deliver the goods to the flood-stricken families.

150 packs were distributed, amounting to approximately RM15,000 in groceries and basic necessities.



SUSTAINABILITY STATEMENT

Serving Underprivileged Children

We worked closely with YCK, an NGO dedicated to supporting underprivileged children to organise three CSR activities during the year. We assisted YCK in their cause by providing required medical and healthcare support, encouraging good health and well-being among kids from the NGO and at the same time, inculcated the spirit of volunteerism among Tune Protectors.

a) Madhya’s Gift

We donated to Madhya’s Gift, which is a critical illness healthcare fund for the underprivileged children under the patronage of YCK. RM6 was donated to the funds for every policy (excluding Travel and PA products) sold on Tune Protect’s B2C channels including our website and mobile application.

RM30,000 was raised and channelled to the fund via this initiative for the second year.



b) CSR Movie Screening

We organised a special day for the children and teenagers from YCK by hosting a movie screening session in GSC 3 Damansara. Our employees volunteered by bringing them for lunch and participating in games coordinated by our Culture Committee before the movie screening.

64 Tune Protectors cared for 73 children and teenagers with a collective 512 CSR hours invested.



c) Mobile Football Clinic

In conjunction with the World Cup season, we engaged a youth football coach and a team of players to teach the children to play in a football mobile clinic held at Sunway Velocity Mall. The children were also invited to join the fun at the Tune Protect World Cup activation booth which was equipped with penalty shootout space. We enrolled them in our PUMP mobile application and organised other fun activities such as assembling puzzles and face painting.

12 Tune Protectors were part of this activity with 80 CSR hours invested.



We also supported Bake With Dignity, an organisation that empowers individuals with learning disabilities by providing them with training and job opportunities in the baking industry by contributing over RM11,000 worth of cookies and baked goods as gifts for our events with YCK.

SUSTAINABILITY STATEMENT

Taking Care of the Environment

In doing our part for the environment, we teamed up with various partners for the following activities:

a) Tree Planting with The Malaysia Nature Society

Teaming up with The Malaysia Nature Society (“MNS”), we created awareness on the importance of trees in earth’s ecosystem by getting Tune Protectors to be part of the solution. We participated in a half-day tree planting activity at the Pantai EcoPark Community Centre where each participant planted one tree sapling. Prior to the tree planting activity, we were given a half an hour sharing session by an MNS representative on Climate Change, forest preservation and the different types of trees planted that are common in the forest.

46 Tune Protectors participated in the tree planting activity with 181 CSR hours invested.



b) Beach Clean Up

We conducted the Tune Protect Beach Clean Up at the Lexis Hibiscus Beach Resort Port Dickson. Our goal for this activity was to raise awareness on coastal pollution and contribute to the reduction of garbage and plastic in the ocean.

14 Tune Protectors were present at the beach clean-up with 20 CSR hours invested.



c) Tree Planting with the Free Tree Society

In our aim to conserve the vast green lung of the Tugu Trail and convert it into an urban forest park for the community, we worked with the Free Tree Society to organise a Tree Planting Day. The activity which took place in Taman Tugu not only heightened the environmental awareness among our employees but also enabled us to increase the Biodiversity of Parks and Urban Forests.

18 Tune Protectors were part of this initiative with 54 CSR hours invested.



SUSTAINABILITY STATEMENT



Community Investments by Tune Protect Thailand and Tune Protect EMEIA

In 2022, our colleagues in Thailand and the Middle East also conducted community investment programmes:

One Root, One Communi-Tree Project - TPEMEIA partnered with Emirates Environment Group to divert waste materials away from landfills, in a community engagement and indigenous tree-planting initiative. This programme ran from mid to end of September.

Sang BanDarnJai Project - *'Enlightening Lives with Tune'* - Partnering with Foundation for Children in Baan Tantawan, TPT provided 60 solar cell wall lamps and participated in the lamp installation in late November 2022. Employees travelled to Nakhon Pathom Province to engage with 100 children from the foundation, sharing a meal with them and organising games and recreational activities.



CUSTOMER PRIVACY

Data Governance

We are committed to safeguarding our customers' data to protect them against security breaches. We apply behaviour analysis across our systems, monitoring and analysing traffic flows to identify threats and block exploits. Additionally, we enforce strict security protocols for all employees to ensure data security across the organisation.

In 2022, as we began hosting the first phase of our core system on the cloud, we enhanced our authentication systems to introduce multifactor layers to protect the cloud infrastructure. We also initiated enhancements to consolidate our management endpoints and are rolling out additional security through the multilayer authentication of on-premise infrastructures.

Additionally, we enhanced our system resilience, completing two Disaster Recovery Plans (DRP) across the Group per BNM requirements and migrating our database backup to mitigate the exposure of our systems to flood risks.



To know more about our data governance practices, please refer to Governance at page 45.

Protecting Our Customers' Data

As a company offering financial services, we receive customers' data as part of the process whenever customers purchase our products or services. As such, the security of their data is our top priority as we strive to prevent cybercrimes or data exploitation. The following are the continuous measures we have implemented to strengthen our cybersecurity:

- Regular email reminders to increase awareness on cyber risks
- Conducting bi-annual phishing activities
- Organising yearly cyber drills according to the Cyber Incident Response Plan
- Daily monitoring of security threat via Security Operations Centre monitoring
- Upgrading data security systems to combat potential phishing and malware attacks
- Implementing prevention plans to stop any leaks of confidential information
- Conducting ongoing reviews and assessments of IT operations to ensure the latest versions of software are utilised Group-wide and adheres to regulatory requirements
- Carrying out regular data backups and storage to provide accuracy and accessibility of data

SUSTAINABILITY STATEMENT

Common Sustainability Matters

In line with the updated Bursa Malaysia Sustainability Reporting Guidelines, we are progressively enhancing our sustainability reporting with our inaugural table of Common Indicators. We will continue to enhance the disclosure in our reporting suite in the coming year by assessing the materiality of indicators not available in the following table on our business.

| Category | Indicator | 2022 | Notes | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---|--|--------------|--------|-----------------------------------|-------|----------|----------|-------|----------|------------|-------|-------|----------------|------------|-------|--------------|--------------|--------------|----------------|------|-------|-------|-------|--------------|--------------|--------------|--------------|--------------|--|
| Anti-Corruption (under Business Ethics & Compliance) | (a) Percentage of employees who have received training on anti-corruption by employee category | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | (b) Percentage of operations assessed for corruption-related risks | Not Available | We are continuously enhancing our corruption risk assessment processes. | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | (c) Confirmed incidents of corruption and action taken | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community/ Society (under Local Communities) | (a) Total amount invested in the community where the target beneficiaries are external to the listed issuer | RM150,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | (b) Total number of beneficiaries of the investment in communities | Not Available | Since 2022, our investment in local communities has been measured in total number of volunteering hours. We are enhancing the measurement of this indicator. | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Diversity (under Diversity & Equal Opportunity) | (a) Percentage of employees by gender and age group, for each employee category | <table border="1"> <thead> <tr> <th>Job Category/Gender (%)</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Heads & Above (Senior Management)</td> <td>61.8%</td> <td>38.2%</td> </tr> <tr> <td>Managers</td> <td>44.0%</td> <td>56.0%</td> </tr> <tr> <td>Executives</td> <td>35.8%</td> <td>64.2%</td> </tr> <tr> <td>Non-Executives</td> <td>30.8%</td> <td>69.2%</td> </tr> <tr> <td>Total</td> <td>42.1%</td> <td>57.9%</td> </tr> </tbody> </table> | Job Category/Gender (%) | Male | Female | Heads & Above (Senior Management) | 61.8% | 38.2% | Managers | 44.0% | 56.0% | Executives | 35.8% | 64.2% | Non-Executives | 30.8% | 69.2% | Total | 42.1% | 57.9% | | | | | | | | | | | |
| | | Job Category/Gender (%) | Male | Female | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Heads & Above (Senior Management) | 61.8% | 38.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Managers | 44.0% | 56.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Executives | 35.8% | 64.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Non-Executives | 30.8% | 69.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 42.1% | 57.9% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>Job Category/ Age (%)</th> <th><30</th> <th>30-<40</th> <th>40-<50</th> <th>> 50</th> </tr> </thead> <tbody> <tr> <td>Heads & Above</td> <td>0.0%</td> <td>20.0%</td> <td>49.1%</td> <td>30.9%</td> </tr> <tr> <td>Managers</td> <td>3.7%</td> <td>35.2%</td> <td>38.0%</td> <td>23.1%</td> </tr> <tr> <td>Executives</td> <td>42.2%</td> <td>28.3%</td> <td>20.9%</td> <td>8.6%</td> </tr> <tr> <td>Non-Executives</td> <td>0.0%</td> <td>19.2%</td> <td>38.5%</td> <td>42.3%</td> </tr> <tr> <td>Total</td> <td>18.0%</td> <td>30.0%</td> <td>32.6%</td> <td>19.4%</td> </tr> </tbody> </table> | Job Category/ Age (%) | <30 | 30-<40 | 40-<50 | > 50 | Heads & Above | 0.0% | 20.0% | 49.1% | 30.9% | Managers | 3.7% | 35.2% | 38.0% | 23.1% | Executives | 42.2% | 28.3% | 20.9% | 8.6% | Non-Executives | 0.0% | 19.2% | 38.5% | 42.3% | Total | 18.0% | 30.0% | 32.6% | 19.4% | |
| Job Category/ Age (%) | <30 | 30-<40 | 40-<50 | > 50 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Heads & Above | 0.0% | 20.0% | 49.1% | 30.9% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Managers | 3.7% | 35.2% | 38.0% | 23.1% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Executives | 42.2% | 28.3% | 20.9% | 8.6% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Non-Executives | 0.0% | 19.2% | 38.5% | 42.3% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 18.0% | 30.0% | 32.6% | 19.4% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| (b) Percentage of directors by gender and age group | <table border="1"> <thead> <tr> <th>Age/Gender (%)</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td><30</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>30 - <40</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>40 - <50</td> <td>0.0%</td> <td>33.3%</td> </tr> <tr> <td>>50</td> <td>100.0%</td> <td>66.7%</td> </tr> </tbody> </table> | Age/Gender (%) | Male | Female | <30 | 0.0% | 0.0% | 30 - <40 | 0.0% | 0.0% | 40 - <50 | 0.0% | 33.3% | >50 | 100.0% | 66.7% | | | | | | | | | | | | | | | |
| | Age/Gender (%) | Male | Female | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <30 | 0.0% | 0.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 30 - <40 | 0.0% | 0.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 40 - <50 | 0.0% | 33.3% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| >50 | 100.0% | 66.7% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Energy Management (under Climate Change) | (a) Total energy consumption | 524,083 kWh | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

SUSTAINABILITY STATEMENT

| Category | Indicator | 2022 | Notes | | | | |
|---|--|-----------------------------------|---|--------------------|--|---|--|
| Health and Safety <i>(under Occupational Health & Safety)</i> | (a) Number of work-related fatalities | 0 | All employees are provided with training on our health and safety standards upon onboarding, with regular reminders and refreshers posted on our social media channels. | | | | |
| | (b) Lost time incident rate | 0 | | | | | |
| | (c) Number of employees trained on health and safety standards | Not Available | | | | | |
| Labour Practices and Standards <i>(under Diversity & Equal Opportunity)</i> | (a) Total hours of training by employee category | Job Category | | Total Hours | Others comprises mix of non-executive and other job categories | | |
| | | Heads & Above (Senior Management) | | 2,916.0 | | | |
| | | Managers | | 7,233.9 | | | |
| | | Executives | | 5,549.0 | | | |
| | Others | | 874.7 | | | | |
| (b) Percentage of employees that are contractors or temporary staff | Year | | Permanent | Contract | | | |
| | 2020 | | 95.3% | 4.7% | | | |
| | 2021 | | 92.2% | 7.8% | | | |
| | 2022 | | 90.9% | 9.1% | | | |
| (c) Total number of employee turnover by employee category | Year | | Heads & Above | Managers | Executive | Non-Executive | |
| | 2021 | | 7 | 34 | 24 | 2 | |
| | 2022 | | 11 | 44 | 30 | 2 | |
| (d) Number of substantiated complaints concerning human rights violations | | None | | | | | |
| Supply Chain Management <i>(under Economic Performance)</i> | (a) Proportion of spending on local suppliers | 93.7% | | | | | |
| Data Privacy and Security <i>(under Business Ethics & Compliance)</i> | (a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data | None | | | | | |
| Water <i>(under Materials)</i> | (a) Total volume of water consumed | 1,009 m ³ | | | | | |
| Waste Management <i>(under Materials)</i> | (a) Total waste generated, and a breakdown of the following: | Not Available | | | | Waste management is overseen by the building manager at our HQ, Wisma Tune. We are assessing the capacity to measure and manage this indicator. | |
| | (i) total waste diverted from disposal | | | | | | |
| | (ii) total waste directed to disposal | | | | | | |
| Emissions Management <i>(under Climate Change)</i> | (a) Scope 1 emissions in tonnes of CO ₂ e | 7.4 tCO ₂ e | | | | Our Scope 2 emissions are computed using a location-based approach. We are enhancing our capacity to measure and manage our Scope 3 emissions. | |
| | (b) Scope 2 emissions in tonnes of CO ₂ e | 294.0 tCO ₂ e | | | | | |
| | (c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting) | Not Available | | | | | |

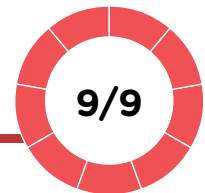
PROFILE OF DIRECTORS



Dato' Mohamed Khadar bin Merican

Chairman,
Independent
Non-Executive Director

**Board Meetings
Attended:**



Membership of Board Committee:



66 | **Male** | **Malaysian** | **Date Appointed:** 5 October 2021 | **Length of Tenure:** 1 year and 7 months

QUALIFICATION AND WORKING EXPERIENCE

Dato' Mohamed Khadar bin Merican (“**Dato’ Mohamed Khadar**”) joined the Board of Directors (“the Board”) of Tune Protect Group Berhad (“the Company”) as Independent Non-Executive Director and as Chairman of the Board on 5 October 2021. On 4 October 2022, he was appointed as a member of the Risk Management Committee and Investment Committee of the Company.

Dato' Mohamed Khadar has more than 40 years’ experience in financial and general management. He served as an auditor and a consultant in an international accounting firm before joining a financial services group in 1986. Between 1988 and April 2003, he held various senior management positions in the then Pernas International Holdings Berhad, a company listed on Bursa Malaysia Securities Berhad,

including those of President and Chief Operating Officer. In 2013, in his capacity as the Chairman of RHB Capital Berhad, Dato' Mohamed Khadar was named “Chairman of the Year” by the Minority Shareholders Watchdog Group (now known as Minority Shareholders Watch Group) at its ASEAN Corporate Governance Index Awards 2013.

Dato' Mohamed Khadar is a Fellow of the Institute of Chartered Accountants in England and Wales and a Chartered Accountant of the Malaysian Institute of Accountants.

Dato' Mohamed Khadar is also a Director of Capital A Berhad, Iris Corporation Berhad and BNP Paribas Malaysia Berhad.

| | |
|--------------|------------------------------------|
| AC | Audit Committee |
| RMC | Risk Management Committee |
| NC | Nomination Committee |
| RC | Remuneration Committee |
| IC | Investment Committee |
| LTIPC | Long Term Incentive Plan Committee |

Notes:

Family Relationships
None of the Directors has any family relationship with any other Director and/or major shareholder of Tune Protect Group.

Conflict of Interest
None of the Directors has any conflict of interest with Tune Protect Group.

Conviction for Offences
None of the Directors has been convicted for any offences (excluding traffic offences) in the past 5 years and there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year ended 31 December 2022.

Attendance at Board Meetings
The attendance of the Directors at Board of Directors’ meetings for the financial year ended 31 December 2022 is disclosed in the Corporate Governance Overview Statement.

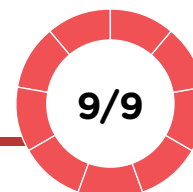
PROFILE OF DIRECTORS



Tan Ming-Li

Non-Independent
Non-Executive Director

**Board Meetings
Attended:**



Membership of Board Committee:



53 | **Female** | **Malaysian** | **Date Appointed:** 1 April 2014 | **Length of Tenure:** 9 years and 1 month

QUALIFICATION AND WORKING EXPERIENCE

Tan Ming-Li (“**Ming-Li**”) joined the Board of Tune Protect Group Berhad on 1 April 2014 as Independent Non-Executive Director (“INED”). She was re-designated as Non-Independent Non-Executive Director on 1 April 2023, upon the expiry of her 9-year term as INED. She was appointed as Chairperson of the Nomination Committee and Remuneration Committee of the Company on 1 June 2017. She is also a member of the Audit and Risk Management Committees of the Company. On 1 April 2023, she relinquished the position of Chairperson of the Nomination Committee and Remuneration Committee of the Company and was re-designated as a member of the said committees.

A partner in the legal firm, Cheang & Ariff[#], she has been in legal practice since 1994 specialising in corporate and securities law. She is principally involved in advising on capital market transactions, mergers and acquisitions, corporate restructuring as well as corporate finance related work. Prior to joining her present firm in 1997, she

practised law in the firm of Allen & Gledhill specialising in the areas of corporate and commercial litigation, as well as intellectual property.

A graduate of the University of Melbourne, Australia, Ming-Li holds a double degree in Law (Hons) and Science and has been a member of the Malaysian Bar since 1994.

Ming-Li sits on the Board of Tune Insurance Malaysia Berhad, the general insurance subsidiary of the Company. She is also an Independent Non-Executive Director of BP Plastics Holding Bhd, OM Holdings Limited (a company listed on the Australian Securities Exchange and secondary listed on the Main Market of Bursa Malaysia Securities Berhad) and CapitaLand Malaysia REIT Management Sdn. Bhd. [Manager of CapitaLand Malaysia Trust, a real estate investment trust (REIT) established under the Securities Commission and listed on the Main Market of Bursa Malaysia Securities Berhad].

Note:

[#] Chooi & Company + Cheang & Ariff was dissolved on 31 March 2023 and the pre-merger firms of Chooi & Company and Cheang & Ariff were re-established.

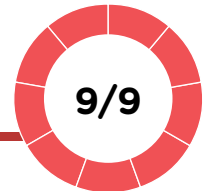
PROFILE OF DIRECTORS



Mohamed Rashdi bin Mohamed Ghazalli

Senior Independent Non-Executive Director

Board Meetings Attended:



Membership of Board Committee:



66 | Male | Malaysian | Date Appointed: 1 June 2017 | Length of Tenure: 5 years and 11 months

QUALIFICATION AND WORKING EXPERIENCE

Mohamed Rashdi bin Mohamed Ghazalli (“**Mohamed Rashdi**”) joined the Board of Tune Protect Group Berhad on 1 June 2017 as Independent Non-Executive Director. He was re-designated from Independent Non-Executive Director to Senior Independent Non-Executive Director on 18 April 2019. He is a member of several Board Committees within the Company, including the Audit, Risk Management, Nomination, Remuneration, and Investment Committees. On 1 January 2023, he relinquished the position of Chairman of the Audit Committee of the Company and was re-designated as a member of the Audit Committee. In addition, he was re-designated as the Chairman of the Nomination Committee and Remuneration Committee of the Company on 1 April 2023 and was appointed as a member of the Long Term Incentive Plan Committee on 1 March 2023.

Mohamed Rashdi had a thriving career in IT and Management Consulting with Coopers & Lybrand, IBM Consulting and PricewaterhouseCoopers (“PwC”) over a span of 20 years. During his career, Mohamed Rashdi worked with Telecoms Australia as well as Coopers & Lybrand in the United Kingdom. He was a Partner of PwC Consulting (East Asia) and IBM Consulting, as well as IT and Consulting Advisor at PwC Malaysia.

As a management and technology consultant, Mohamed Rashdi has personally led assignments in strategy and economics, business process improvement, information systems planning and IT project management. He has provided consultancy expertise across a range of industries such as government, telecommunications, oil & gas, transport and utilities with exposure in manufacturing and financial services.

Mohamed Rashdi graduated in 1979 with a Bachelor of Science (Honours) degree in Computation from the University of Manchester Institute of Science and Technology, United Kingdom.

He joined the Board of Tune Insurance Malaysia Berhad, the general insurance subsidiary of the Company on 19 February 2021 as Independent Non-Executive Director and was subsequently appointed as the Chairman on 22 May 2021. He sits on the Board of Directors of BOS Wealth Management Malaysia Berhad and GHJ Systems Berhad. He also sits on the Board of Trustees of Yayasan Siti Sapura Husin.

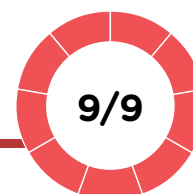
PROFILE OF DIRECTORS



Aireen Omar

Non-Independent
Non-Executive Director

**Board Meetings
Attended:**



Membership of Board Committee:

IC LTIPC

49 | **Female** | **Malaysian** | **Date Appointed:** 14 November 2019 | **Length of Tenure:** 3 years and 5 months

QUALIFICATION AND WORKING EXPERIENCE

Aireen Omar (“**Aireen**”) joined the Board of Tune Protect Group Berhad as Non-Independent Non-Executive Director on 14 November 2019. She became the Chairperson of the Investment Committee on 28 February 2020. On 30 September 2022, she was appointed as the Chairperson of the Long Term Incentive Plan Committee of the Company.

Aireen is currently the President, Investments & Ventures of Capital A Berhad. She is responsible for Capital A’s investment and fund raising initiatives for the group, including its venture arm, which is to develop, incubate and accelerate leading innovative products and services for Capital A’s ecosystem whilst also heading AirAsia Academy, an edutech platform that is currently disrupting the education space in ASEAN.

Prior to this, she was President of AirAsia Digital, AirAsia Deputy Group Chief Executive Officer (Digital & Technology), Executive Director and Chief Executive

Officer of AirAsia Berhad, Director of Corporate Finance & Treasury. Taking on these roles, she was instrumental in shaping the development of AirAsia into one of the fastest growing and most highly-acclaimed airlines globally and helped transform the company into a global cloud and data-driven platform, growing the group’s digital and fintech businesses.

Started her career in 1997 at Deutsche Bank Securities Inc., New York City, she subsequently moved on to CIMB Bank Berhad, Maybank Group and Bumiwerks Capital Management Sdn. Bhd. prior to joining AirAsia.

Aireen is an Economics graduate of the London School of Economics and Political Science and also holds a Master’s in Economics from New York University.

She currently holds directorships at various subsidiaries of Capital A Berhad.

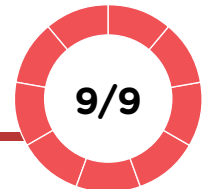
PROFILE OF DIRECTORS



Kelvin Desmond Malayapillay

Independent
Non-Executive Director

Board Meetings Attended:



Membership of Board Committee:



52 | **Male** | **Malaysian** | **Date Appointed:** 28 February 2020 | **Length of Tenure:** 3 years and 2 months

QUALIFICATION AND WORKING EXPERIENCE

Kelvin Desmond Malayapillay (“**Kelvin**”) joined the Board of Tune Protect Group Berhad on 28 February 2020 as Independent Non-Executive Director. He became a member of the Audit Committee and Risk Management Committee of the Company on 28 February 2020. Subsequently on 1 June 2020, he was appointed as Chairman of the Risk Management Committee of the Company. On 4 October 2022, he was appointed as a member of the Nomination Committee and Remuneration Committee of the Company. He also serves as a non-executive director of Tune Protect Commercial Brokerage LLC and chairs the Strategic Advisory Committee of Tune Protect Ventures Sdn. Bhd.

As part of his portfolio career, Kelvin has been supporting various corporate clients in consumer financial services and insurance as an independent strategy advisor while also advising and investing in a selection of fintech startups.

Kelvin has more than 20 years of experience across financial services and consulting. His extensive career commenced at Shell Malaysia before moving on to Boston Consulting Group in London and subsequently to Capital One Bank

where he held roles in credit risk management and in managing the personal loan portfolio; Booz & Co. where he served clients in the United Kingdom and the Middle East; and Liverpool Victoria (LV=), a composite insurance firm where he held key management roles including Director of the Direct Life business, and Group Strategy Director. Following that, in 2016, he joined Lloyds Banking Group as the Strategy Director for the retail bank.

Kelvin is currently also a non-executive director with the Teachers Building Society in the United Kingdom where he is also a member of the Audit and Risk Committees and is the nominated Board Consumer Duty Champion.

Kelvin holds an MBA from the London Business School, a Master’s in Science in Engineering and Physical Science in Medicine and a Bachelor’s degree in Engineering (Hons.) majoring in Electrical & Electronic Engineering, both from Imperial College, London. He is also a certified Executive Coach having completed the Professional Certificate in Coaching (PCiC) from Henley Business School.

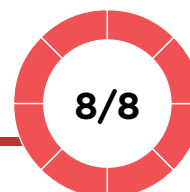
PROFILE OF DIRECTORS



Dr Grace Lee Hwee Ling

Independent
Non-Executive Director

Board Meetings Attended:



Membership of Board Committee:



47 | **Female** | **Malaysian** | **Date Appointed:** 25 March 2022 | **Length of Tenure:** 1 year and 1 month

QUALIFICATION AND WORKING EXPERIENCE

Dr Grace Lee Hwee Ling (“**Dr Grace Lee**”) joined the Board of Tune Protect Group Berhad as Independent Non-Executive Director on 25 March 2022 and was appointed as a member of the Audit Committee and Risk Management Committee of the Company. On 1 January 2023, she was re-designated as Chairperson of the Audit Committee.

Dr Grace Lee joined AEON Co. (M) Bhd as Chief Financial Officer effective 1 October 2021. Prior to that, she was with Astro Malaysia Holdings Berhad (“AMH”) Group from 2001 to September 2021 and had helmed various senior leadership roles within AMH Group, including as Group Chief Transformation Officer, Chief Executive Officer of Astro Go Shop, Group Chief Technology Officer, Group Chief Risk Officer, and Senior Vice President, Finance. Dr Grace Lee is currently an Industry Advisory Board member at HELP University and had prior Board of Director roles at Malaysian Global Innovation and Creative Centre

(MaGIC) and Astro Go Shop. Dr Grace Lee had started her career as a Consultant at PricewaterhouseCoopers (“PwC”) Malaysia. Throughout her careers at PwC and AMH Group, she had gained vast experience in the fields of advisory and consultancy, internal and external audits, as well as risk, technology and finance.

Dr Grace Lee earned her Doctorate in Business Administration from HELP University, ELM-Graduate School and had also won the inaugural Distinguished Alumni Award 2018; conferred for academic excellence. She had received a Master’s in Business Administration with Distinction from Charles Sturt University, Australia, and holds a degree in Accounting and Finance from Curtin University, Australia. She is an Australian Fellow of Certified Practising Accountant, an International Certified Professional Accountant, a Certified Information Systems Auditor and is Certified in the Governance of Enterprise IT.

PROFILE OF DIRECTORS

Programmes and seminars attended in 2022

NAME OF DIRECTORS

| DATO' MOHAMED KHADAR BIN MERICAN | TAN MING-LI | MOHAMED RASHDIBIN MOHAMED GHAZALLI | AIREEN OMAR | KELVIN DESMOND MALAYAPILLAY | DR GRACE LEE HWEE LING (Appointed on 25 March 2022) |
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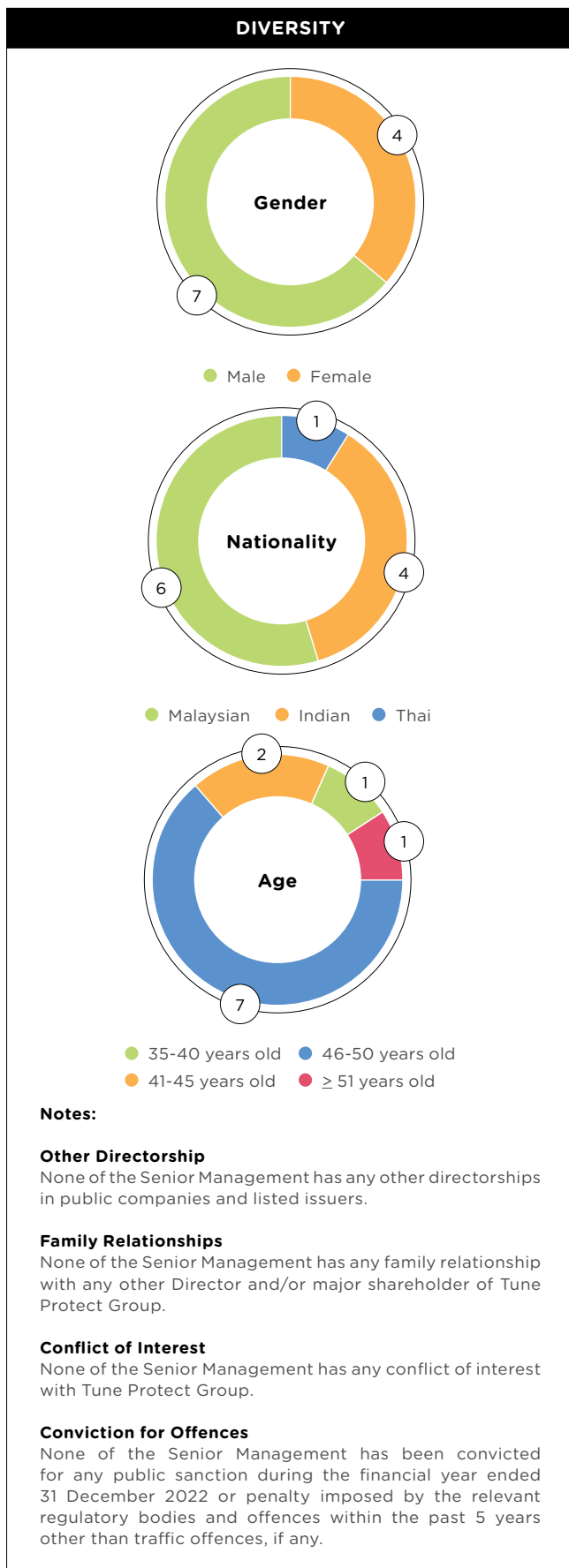
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COURSE ATTENDED

| | | | | | |
|---|---|---|---|---|---|
| Climate Governance Malaysia: Boards' legal obligation based upon the Commonwealth Climate and Law Initiative (CCLI) | ✓ | ✓ | ✓ | ✓ | ✓ |
| BNM-FIDE FORUM: MyFintech Week Masterclasses - Market Risk Management – Banking sector | ✓ | | | | |
| BNM-FIDE FORUM Dialogue: Licensing Framework for Digital Insurers and Takaful Operators | ✓ | | | | |
| BNM-FIDE FORUM Dialogue: Climate Risk Management and Scenario Analysis | ✓ | | | | |
| BNP Paribas - Internal briefing: ALMT and GM business | ✓ | | | | |
| BNP Paribas - Internal training: AML/CFT training for Board of Directors | ✓ | | | | |
| BNP Paribas - Sustainability and International Trade for Export-Oriented Companies | ✓ | | | | |
| MetaFinance: The Next Frontier of the Global Economy | ✓ | | | | |
| BNP Paribas - Internal briefing: ESG | ✓ | | | | |
| BNP Paribas - PIDM Industry Forum 2022 | ✓ | | | | |
| BNP Paribas - Board Effectiveness Evaluation - Post-launch Workshop | ✓ | | | | |
| BNP Paribas - Sustainable Future Forum 2022 | ✓ | | | | |
| BNM-FIDE Forum: MyFintech Week Masterclasses | | | ✓ | | |
| BNM-FIDE Forum: Board Governance | | | ✓ | | |
| Wong Beh & Toh: Merger Control | | | ✓ | | |
| Climate Governance: Talk with Chair of CGI (BURSA) | | | ✓ | | |
| Insurtech Insights Europe 2022 | | | | ✓ | |
| BDO NED cyber security | | | | ✓ | |
| KPMG: Overview of the Malaysian Code on Corporate Governance (updated 2021) | | ✓ | | | |
| Bursa Malaysia: Mandatory Accreditation Programme (MAP) | | | | | ✓ |
| FIDE: Core Program Module A & B (Insurance) | | | | | ✓ |
| TPG: Anti Bribery & Corruption Training | | | | | ✓ |

PROFILES OF THE EXECUTIVE COMMITTEE



Rohit Chandrasekharan Nambiar
Group Chief Executive Officer



42 | **Male** | **Indian**

Rohit Chandrasekharan Nambiar (“Rohit”) joined the Company on 14 October 2020. In his role as the Group Chief Executive Officer, Rohit is responsible for steering Tune Protect on its journey of digital transformation aimed at positioning the Group as the lifestyle insurer that everyone loves within ASEAN and the Middle East. Rohit is also a Director of Tune Protect Malaysia and Tune Protect EMEA, and a member of the LTIP Committee.

His focus is to strengthen the company’s reach in the retail consumer space - driving innovation in product ideas and digital solutions, enhancing customer experience by focusing on ease and convenience, and growing the affinity, B2C and B2B2C distribution platforms leveraging big data and technology. All with the aim of making insurance easy and appealing for our preferred customer segments.

Rohit began his career as an Analyst with AXA in India. He has experience working across various departments and has held senior positions in both local and regional capacities within Malaysia, Singapore, Hong Kong, and India. With his track record of success spanning 20 years in the Insurance Industry, Rohit is passionate about fintech, innovation and making insurance simple. He has won numerous awards and accolades in his illustrious career including that of Young Leader of the Year 2019 in the 23rd Asia Insurance Industry Awards 2019. In his free time, Rohit enjoys blogging about everything insurance and a spectrum of other insightful topics such as economics, politics, social issues, and sports.

He is a graduate from the Bharathiar University, India with a Bachelor of Commerce, and a Fellow Member of the Malaysian Insurance Institute (FMII).

PROFILES OF THE EXECUTIVE COMMITTEE

How Kim Lian

Group Chief Financial Officer



49 | Male | Malaysian

How Kim Lian (“How”) joined the Company on 4 May 2020 as the Group Chief Financial Officer with an expanded role to oversee Procurement, Legal and Corporate Secretarial portfolios. As the Group Chief Financial Officer, he is responsible to review and establish key financial strategies in aligning to the Company’s Corporate Strategy by evaluating financial operational trends, measurements, and productivity levels, aside to looking at acquisition and expansion prospects, identifying areas for improvement and accumulating capital to fund expansion. How is also a Director of Tune Direct Ltd., White Label Sdn. Bhd., Tune Protect Life and Tune Protect Re, as well as the Chairman of the Investment Committee for Tune Protect Thailand and the Chairman of the Group’s Sustainability Committee.

He has over 20 years of senior management experience, including a decade of strategic development and execution planning in Finance Transformation, Programme Management, Enterprise Performance Management, and Investor Relations. Started his career in Arthur Andersen, he transitioned to PricewaterhouseCoopers (“PwC”) and most recently as the Group Deputy Chief Financial Officer of AirAsia prior to joining the Company.

How is a Member of the Australian Society of CPAs (ASCPA), Malaysian Institute of Accountants (MIA), the Institute of Internal Auditors (IIA) and a Certified Internal Auditor (CIA).

Prasanta Roy

Group Chief Technology Officer



47 | Male | Indian

Prasanta Roy (“Prasanta”) joined the Company on 29 April 2020 and he is currently the Group Chief Technology Officer. He is responsible to conceptualise and implement the digital vision and strategy with the aim of realising a winning business model and creating exceptional customers’ experience, while driving organisational growth, performance, and profitability for all lines of businesses across the Group.

He has over 22 years of experience in leveraging technology to drive organisational growth and expanding business impact in the era of digitisation, holding various leadership roles in Information Technology (“IT”) Strategy & Architecture and IT Transformation spanning across companies in Malaysia, Africa, India, North and Latin America. Prior to joining the Company, Prasanta was attached to Axiata as the Vice President & Group Head IT Strategy and Architecture. His expansive experience included stints in Ericsson, Vodafone, Idea Cellular and Ushacommunications Technologies.

Prasanta is a graduate of the Manipal University, India with a Master’s in Business Administration in Information Technology.

PROFILES OF THE EXECUTIVE COMMITTEE

Janet Chin

Chief Partnership Officer



50 | Female | Malaysian

Janet Chin (“Janet”) joined the Company on 1 March 2021. In her role as the Chief Partnership Officer, Janet is responsible to drive the growth of regional partnerships across the Group with a focus on lifestyle and digital. This includes identifying new partnership opportunities, managing key business accounts, brand, communications & digital marketing, ecommerce, and corporate good initiatives.

She has over 25 years of experience in various local and multinational financial services institutions that include Standard Chartered Bank, Kenanga Unit Trust Berhad, Great Eastern Life, and AXA AFFIN Life. Janet’s portfolio spans across key roles in branch banking, wealth management, group insurance, bancassurance, partnerships, telemarketing, and digital business. Prior to joining the Company, Janet held the role as the Chief Partnership Officer of AXA AFFIN Life.

Janet is a graduate of Bachelor of Business from the University of Southern Queensland and a Master’s in Business Administration from the Charles Sturt University, Australia. She also holds various professional certifications in insurance, capital markets, credit, and unit trusts from local and international institutions.

Yap Hsu Yi

Chief - People and Culture



48 | Female | Malaysian

Yap Hsu Yi (“Hsu Yi”) joined the Company on 4 May 2016 and she is currently Chief - People and Culture where she is responsible for defining and leading the people strategy to create a distinctive culture that separates the Group from industry peers, while delivering high impact solutions for people and organisation. She is also a member of the LTIP Committee.

An experienced Human Resource (“HR”) professional, Hsu Yi has over 20 years of experience collectively in consulting and operations, both in a local and regional capacity. Having started out specialising in corporate and personal tax, she advanced to various HR engagements in the areas of talent acquisition, compensation & benefits, performance management, change management, employee engagement, culture, and talent management. For her, HR is about People behind the Business and she is passionate about helping people thrive.

Prior to joining the Company, she has worked in various industries, including companies such as Arthur Andersen, PwC, Mercer Consulting, Telenor and PepsiCo.

Graduated from the Monash University, Australia with a bachelor’s degree in Commerce majoring in Accounting and Finance, she has won awards for outstanding achievements in human resources.

PROFILES OF THE EXECUTIVE COMMITTEE

Mohd Yusof Hafiz Mohamad
Chief Risk & Compliance Officer



36 | Male | Malaysian

Mohd Yusof Hafiz Mohamad (“Yusof”) joined the Company on 1 March 2019 and is currently the Chief Risk & Compliance Officer with a direct oversight of the Group’s and its Overseas Ventures’ control functions comprising Risk Management, Compliance, and Internal Audit. Yusof is responsible to set a solid governance foundation across the Group, managing it cohesively with a focus on consumer experience. He is also a Director of Tune Direct Ltd., and Tune Protect Thailand.

Yusof spent six years with the Insurance & Takaful Supervision team of BNM working on various projects and review works including the implementation of Risk Based Capital and risk assessment of Investment activities. He is also exposed to compliance, data science consultancy, and capital and credit risk management roles. Prior to joining the Company, he was a Consultant for Tune Protect Malaysia from September 2018.

He is a graduate in Bachelor of Science in Actuarial Science (Hons.) from the London School of Economics, UK.

Jubin Mehta
Chief Executive Officer, Tune Protect Malaysia



43 | Male | Indian

Jubin Mehta (“Jubin”) joined the Group on 5 May 2022 as the Chief Executive Officer of Tune Protect Malaysia, the general insurance arm of the Group. In this role, Jubin brings with him a broad and extensive technical and leadership experience in the Financial Services and Technology space to transform Tune Protect Malaysia into a progressive organisation moving forward. He also leads the Small, Medium Enterprise (“SME”) solution developments across the Group.

Jubin has more than 19 years of experience under his belt, most of which was in the banking industry particularly in India, Vietnam, and Malaysia. His experience prior to joining the Group has been in the Financial Technology field notably bootstrapping an innovative data analytics company and Consulting with Axiata Digital and Courts Mammoth for projects in the digital lending space for about five years.

Jubin has worked with Standard Chartered Bank and HDFC Bank in the past. He has extensive banking experience in Ecosystem banking, Supply Chain Financing, Cross-border Trade, SME banking and Digital Lending.

Jubin holds a Bachelor of Commerce from Delhi University and a Master’s in Business Administration (Marketing major) from Management Development Institute of India.

PROFILES OF THE EXECUTIVE COMMITTEE

Normah Baharom

Chief Executive Officer, Tune Protect Re



59 | Female | Malaysian

Normah Baharom (“Normah”) joined the Group on 25 March 2020 and is currently the Chief Executive Officer of Tune Protect Re. She is responsible for the overall business and operations of the general reinsurance arm of the Group, involving the development of strategies and plans, product development, and working alongside key stakeholders including insurance partners globally, to drive the sales and revenue across retail health, travel, and lifestyle businesses. Normah also leads the Lifestyle solution developments across the Group.

With more than 25 years of experience in the insurance industry, Normah had served in local and international markets in multinational insurance companies such as Oman Insurance Company, American International Group Malaysia and AIG Regional Office in Dubai. Normah’s portfolio spans across key roles in Distribution, Underwriting, Operations, Business Transformation, Audit, Risk Management, Portfolio Management and Analysis. She has worked in Malaysia, the UAE and the USA.

She holds a Master of Business Administration and a Master of Finance, both from Saint Louis University, Missouri USA.

Koot Chiew Ling

Principal Officer, Tune Protect Ventures



49 | Female | Malaysian

Koot Chiew Ling (“Chiew Ling”) joined the Company on 10 February 2014, and she is currently the Principal Officer of Tune Protect Ventures (also known as Tune Protect Life), a wholly owned subsidiary of the Company and an approved participant of the BNM Financial Technology Regulatory sandbox. In this start-up, she leads a young team in addressing the life and medical insurance gaps and needs of the unserved and underserved community starting with SMEs, through innovative and tech-enabled products and services. Chiew Ling is also responsible in promoting the Tune Protect Life brand and its growth story. She is also a Director of Tune Protect Ventures.

With more than 20 years of experience in business development, product development, project management, corporate planning, investor relations, and communications, she had served in local and regional capacities in major financial services institutions such as CIMB, Etiqa and AIG.

Chiew Ling is a graduate of Curtin University of Technology, Australia with a bachelor’s degree in Commerce, is a certified ScrumMaster and certified Integrated Reporting Practitioner by the International Integrated Reporting Council.

PROFILES OF THE EXECUTIVE COMMITTEE

Ben Assanasen

Chief Executive Officer, Tune Protect Thailand



50 | Male | Thai

Ben Assanasen (“Ben”) joined Tune Insurance Public Co Ltd. (“Tune Protect Thailand” or “TPT”) in April 2020 as its Chief Executive Officer. Ben’s key focus is to drive growth in the retail business across existing as well as new affinity and digital-led distribution channels, taking TPT to the next level. In his role in the Thai general insurance company, Ben drives process and operational improvement/automation aimed at increasing efficiency and enhancing the customer experience. Ben also leads the Health solutions development across the Group.

Ben brings with him a wealth of experience that spans over two decades - encompassing general management as well as hands-on operational roles covering a broad range of functions. He has an impressive track record in managing businesses in Southeast Asia and has a deep knowledge of the Thai market.

Ben holds a Bachelor of Science degree majoring in Operational Research & Industrial Engineering and a Master’s in Engineering and Business Administration, both from the Cornell University in New York.

Arijit Munshi

Chief Executive Officer, Tune Protect EMEIA



50 | Male | Indian

Arijit Munshi (“Ori”) joined Tune Protect Commercial Brokerage LLC (“TP EMEIA”), Dubai, the UAE on 1 May 2014. In his role as the Chief Executive Officer, Ori is responsible in identifying new areas of growth, revenue opportunities and customer acquisition within the Europe, Middle East, India & Africa region focusing on providing digital Travel solutions to the Travel and Aviation industry.

Ori and his team manage relationships in providing digital solution with regards to ancillary products across the EMEIA region. With his vast experience within travel, digital and hospitality sector, Ori is also responsible for leading the Travel segment as well as ancillary services related to travel across the Group.

He has over 25 years’ experience within the various pillars of the travel and aviation industry which include Air Travel, Travel Management, Travel Technology and Hospitality.

He holds a Bachelor’s degree in Commerce from the University of Mumbai and has an MBA specialising in ecommerce.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

INTRODUCTION

The Board of Directors (“the Board”) of Tune Protect Group Berhad (“Tune Protect Group” or “the Company”) is committed to continuous improvement in the implementation of the principles and best practices of Corporate Governance (“CG”), as provided in the Malaysian Code on Corporate Governance (“MCCG 2021”), the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) as well as the Corporate Governance policy document (“CG Policy”) and other relevant policy documents of Bank Negara Malaysia (“BNM”).

The Company and its subsidiaries (collectively referred to as “the Group”) apply high standards of ethics, integrity and corporate governance in all its dealings. The Board had considered all the principles and best practices as set out in the MCCG 2021, Bursa Malaysia Securities Berhad’s Corporate Governance Guide and BNM’s CG Policy throughout the financial year ended 31 December 2022.

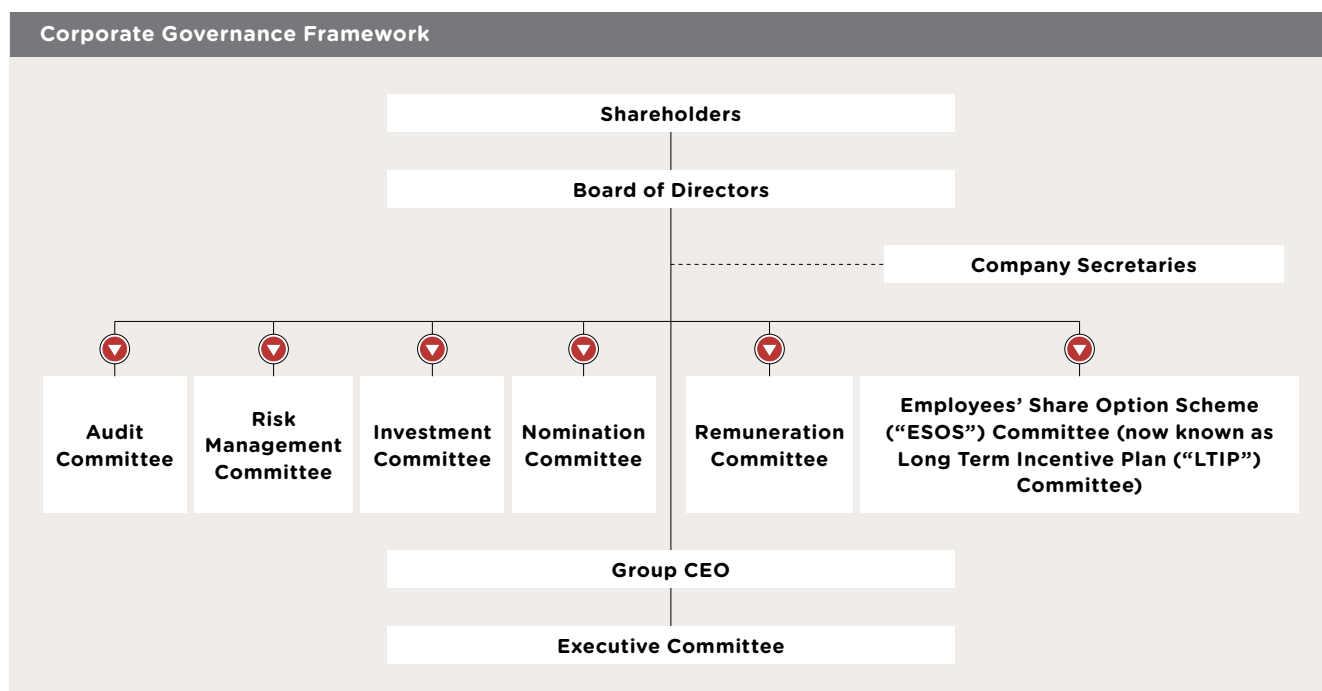
The Board presents this statement to provide an overview of the CG practices of the Company under the leadership of the Board during the financial year ended 31 December 2022. This statement is prepared in compliance with the MMLR of Bursa Securities and takes guidance from the key CG principles as set out in the MCCG 2021. It is to be read together with the CG Report 2022 (“CG Report”) of the Company, which is available on the Company’s corporate website at tuneprotect.com.

Section A of the CG Report provides the details on how the Company has applied each practice during the financial year ended 31 December 2022 as set out in the MCCG 2021 and Section B provides details on the adoption of CG practices as guided by BNM’s CG Policy.

A BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

The Board has in place a Corporate Governance Framework as depicted below where certain authorities are delegated to the relevant Board Committees and the Group Chief Executive Officer (“Group CEO”) to ensure that there is an orderly and effective discharge of the Board’s functions and responsibilities in day-to-day management and operations.



CORPORATE GOVERNANCE OVERVIEW STATEMENT

Roles and Responsibilities

The Board is accountable to the shareholders for achieving the Company's strategic objectives, delivering strong and sustainable performance, and ensuring that the business operates within its risk limits. The Board retains full and effective control over the Company's affairs and is the principal decision-making forum in providing stewardship and entrepreneurial leadership through its Board Committees.

The Board has set the authority limit granted to the Group CEO and management team for the day-to-day management and operations of the business.

The Board has reserved matters which relate to:

- The Company's strategy, corporate objectives and plans;
- The Company's capital structure;
- Operating and capital budgets;
- Significant changes to accounting policies and practices;
- Financial results and reporting;
- Dividend policy and proposals for dividend payments;
- New ventures;
- Major acquisitions, disposals of undertaking and properties and other transactions outside delegated limits;
- The Group's overall risk appetite;
- Review of the Group's overall corporate governance arrangements;
- Maintenance and review of the systems of risk management and internal control;
- Changes to the structure, size and composition of the Board, including new appointments;
- Succession plans for the Board and senior management;
- Changes to the Management and control structure within the Company and its subsidiaries, including key policies, delegated authority limits; and
- Annual review of its own performance and that of its Board Committees.

The Chairman and Group CEO positions are held by different individuals. Further details of the roles and responsibilities of the Chairman and Board are set out in the Board Charter.

Board Charter

The Board Charter was last reviewed, revised and approved on 25 August 2022 and is available on the corporate website at [tuneprotect.com](https://www.tuneprotect.com).

Joint Company Secretaries

Ms Khoo Ming Siang and Ms Loh Saw Kim were appointed as Joint Secretaries of the Company on 18 August 2022. Ms Khoo Ming Siang and Ms Loh Saw Kim are qualified to act as Company Secretary under Section 235 of the Companies Act 2016. The Joint Company Secretaries provide advice and guidance to the Board on issues relating to compliances with listing requirements, relevant rules, regulations and laws, policies and procedures in relation to corporate secretarial, as well as applications of good CG and best practices. All Directors have unrestricted access to the advice and services of the Joint Company Secretaries. During the year, all meetings of the Board and Board Committees were properly convened, and proper records of proceedings and resolutions passed were taken and maintained in the records of the Company.

II. BOARD COMPOSITION

Board Balance and Independence

The Company's diverse Board composition leverages on the differences in skills, industry experience, background, gender and other attributes in its stewardship. The Board members have a wide range of experiences relevant to the Company, namely, in insurance, banking, accounting, law, economics, investment, technology and international business operations, to bear on the governance, strategies, resources and performance of the Company.

At the commencement of the financial year from 1 January 2022 until 24 March 2022, the Board comprised six (6) Directors, four (4) of whom were Independent Non-Executive Directors. On 25 March 2022, the Board appointed an additional one (1) Independent Non-Executive Director. Subsequently, on 4 October 2022, the Non-Independent Non-Executive Director [whose 9-year term of office as Independent Non-Executive Director expired on 4 October 2021 and was re-designated as Non-Independent Non-Executive Director from 5 October 2021 for one (1) year] retired from the Group. Since then, the Board comprised five (5) Independent Non-Executive Directors and one (1) Non-Independent Non-Executive Director. The Board composition complies with Paragraph 15.02(1) of the MMLR which requires at least two (2) or one third (1/3) of the Board of the Company, whichever is the higher, to be Independent Directors.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT

The members of the Board and their attendance at Board meetings in respect of the financial year ended 31 December 2022 were as follows:

| NAME | DESIGNATION | DIRECTORSHIP | ATTENDANCE ³ |
|--|-------------|---|-------------------------|
| Dato' Mohamed Khadar bin Merican | Chairman | Independent Non-Executive Director | 9/9 |
| Ng Soon Lai @ Ng Siek Chuan ¹ | Member | Non-Independent Non-Executive Director | 6/6 |
| Tan Ming-Li | Member | Independent Non-Executive Director | 9/9 |
| Mohamed Rashdi bin Mohamed Ghazalli | Member | Senior Independent Non-Executive Director | 9/9 |
| Aireen Omar | Member | Non-Independent Non-Executive Director | 9/9 |
| Kelvin Desmond Malayapillay | Member | Independent Non-Executive Director | 9/9 |
| Dr Grace Lee Hwee Ling ² | Member | Independent Non-Executive Director | 8/8 |

Notes:

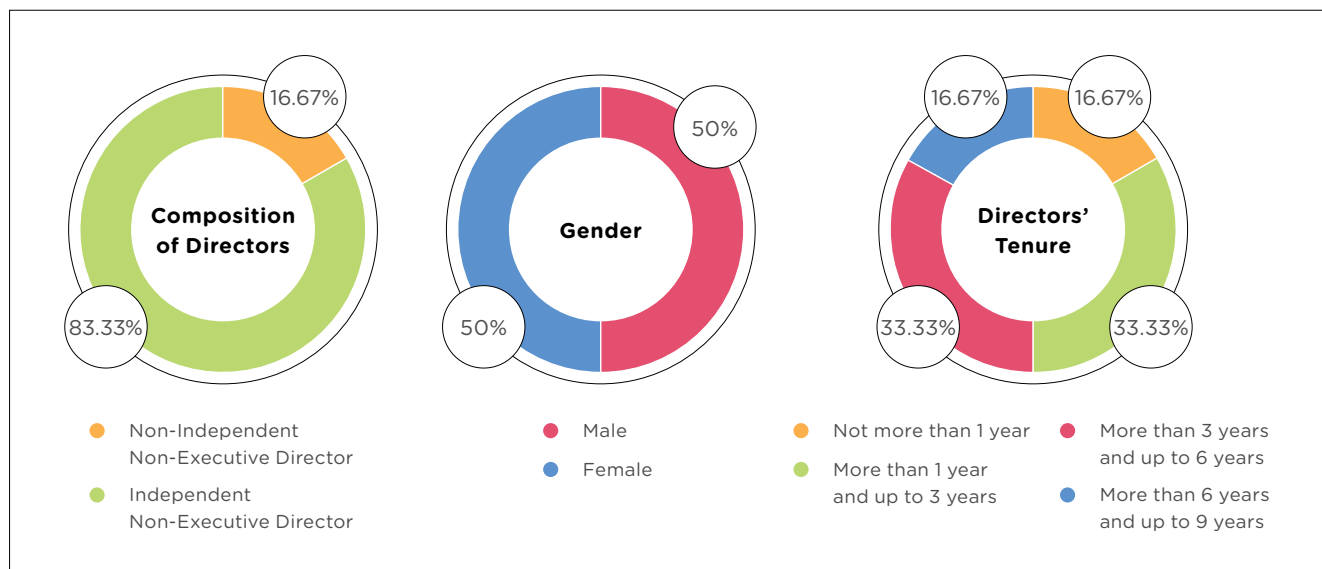
¹ Retired on 4 October 2022

² Appointed on 25 March 2022

³ Number of meetings attended/Number of meetings held during his/her tenure for the financial year ended 31 December 2022

Board Diversity

Board diversity at the end of the financial year under review were as follows:



During the financial year ended 31 December 2022, none of the Independent Directors had served on the Board for more than nine (9) years.

The profiles of the Directors are set out on pages 90 to 96 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Meetings of the Board and Board Committees

The Directors' attendance at Board and Board Committee meetings are set out in the respective sections of the Board and Board Committees on pages 105, 106, 108, 109, 114 and 117 of this Annual Report.

Meeting notices, agendas and papers are circulated to the Board with sufficient time for members to prepare for Board and Board Committee meetings. All Board and Board Committee meetings held during the year were conducted in an open atmosphere which allowed constructive challenge and debate, and all Directors were able to exert their independent judgement to bear on issues discussed. The Directors and Management continue to be in frequent contact between meetings.

The Board has unrestricted access to independent and expert advice at the Company's expense in performing its duties.

The Board may invite the Group CEO, the Group Chief Financial Officer ("Group CFO"), any other personnel of the Company and any other external professionals to attend Board meetings.

Professional Development

The Company recognises that continuous education is essential for the Directors to discharge their duties and responsibilities. There is a provision for training allowance provided to the Board to encourage their participation in training programmes.

The programmes and seminars attended by the Directors during the year are set out on page 96 of this Annual Report and Section B of the CG Report.

Conflict of Interest

Board members have declared their directorships in companies other than in the Company and such directorships are within the limit of five (5) directorships in public listed companies. Directors have also declared their respective shareholdings in

the Group and their interests in any contract with the Group. Directors abstain from any discussions and decision-making in transactions or arrangements in which the Directors have an interest in.

Board Committees

The Board has delegated its authority to the Audit Committee, Risk Management Committee, Nomination Committee, Remuneration Committee, Investment Committee and LTIP Committee. Save for the Investment and LTIP Committees, the Board Committees are chaired by Independent Directors and comprised Independent Directors and Non-Independent Directors.

(a) Nomination Committee

The Board through its Nomination Committee conducts an annual review of its size and composition, to determine if the Board has the right size, sufficient diversity and independence elements that fit the Company's objectives and strategic goals. The Board also had in place a Group Corporate Governance Policy, which sets out the Board's aim to achieve at least 30% of women directors on the Board. The Board comprised 50% women directors for the financial year under review. This policy is available on the Company's corporate website at tuneprotect.com.

Since the commencement of the financial year under review until 3 October 2022, the Nomination Committee comprised three (3) Directors, two (2) of whom are Independent Non-Executive Directors. On 4 October 2022, the Non-Independent Non-Executive Director retired from the Group and one (1) Independent Non-Executive Director was appointed. Since then until the end of the financial year under review, the Nomination Committee comprised three (3) Directors, all of whom are Independent Non-Executive Directors. The meeting attendance of the Nomination Committee during the financial year under review is as follows:

| NAME | DESIGNATION | DIRECTORSHIP | ATTENDANCE ³ |
|--|-------------|---|-------------------------|
| Tan Ming-Li | Chairperson | Independent Non-Executive Director | 4/4 |
| Ng Soon Lai @ Ng Siek Chuan ¹ | Member | Non-Independent Non-Executive Director | 3/3 |
| Mohamed Rashdi bin Mohamed Ghazalli | Member | Senior Independent Non-Executive Director | 4/4 |
| Kelvin Desmond Malayapillay ² | Member | Independent Non-Executive Director | 1/1 |

Notes:

¹ Retired on 4 October 2022

² Appointed on 4 October 2022

³ Number of meetings attended/Number of meetings held during his/her tenure for the financial year ended 31 December 2022

**CORPORATE GOVERNANCE
OVERVIEW STATEMENT**

Key matters deliberated during the four (4) Nomination Committee meetings held in the financial year ended 31 December 2022 were as follows:

- Reviewed and considered the appointment and re-appointment of Directors, including the re-designation of an Independent Non-Executive Director as a Non-Independent Non-Executive Director in the Company.
- Reviewed and recommended the proposed composition of the LTIP Committee.
- Reviewed and discussed the compositions of the Board and Board Committees for companies within the Group.
- Reviewed and discussed the re-elections of Directors at the then forthcoming Annual General Meeting (“AGM”).
- Conducted performance evaluation of the Board and Board Committees, including self-evaluation and review of the independence of Independent Directors.
- Reviewed and approved the list of Key Responsible Persons for 2022.
- Reviewed and recommended the proposed outsourcing of the named Company Secretary for the Group.
- Reviewed and recommended the proposed revisions to the Terms of Reference of the Nomination Committee.
- Reviewed and recommended the proposed appointment of an additional member to the Strategic Advisory Committee of Tune Protect Ventures Sdn. Bhd., a wholly-owned subsidiary of the Company.
- Reviewed and discussed the Directors’ Training for the financial year ended 31 December 2021.

The Nomination Committee annually assesses the independence of Independent Directors, the effectiveness of the Board as a whole, its various Committees and each Director individually in the discharge of their duties and responsibilities.

The Board Effectiveness Evaluation (“BEE”) for the financial year under review was supported by completing the following forms:

- Board Performance Evaluation Form
- Board Committees’ Performance Evaluation Form
- Individual Director’s Self and Peer Evaluation Form
- Independence Self Declaration Checklist
- Fit and Proper & Other Declarations

In the evaluation of the Audit Committee, the term of office and performance of the Audit Committee and each of its members were reviewed by the Nomination Committee to determine whether the Audit Committee and its members have carried out their duties in accordance with their Terms of Reference and there was no major issue identified.

The Nomination Committee, facilitated by the Company Secretaries, performed the BEE exercise. The Nomination Committee analysed the report and submitted its findings to the Board.

The BEE exercise covered the following scope:

| Subject Matter | Key Scope |
|---|--|
| <p>1 Assessment on Board</p> | <p>1 Overall Board Effectiveness Board Culture Board Composition Board Administration and Process</p> |
| <p>2 Assessment on Board Chairman</p> | <p>2 The effectiveness of Chairman’s roles</p> |
| <p>3 Assessment on Individual Board member</p> | <p>3 Contribution to interaction, quality of input and understanding of roles.</p> |

Overall, the result of the BEE was positive, indicating that the Board, Board Committees and individual Directors were effective in discharging their roles.

Terms of Reference



The Terms of Reference of the Nomination Committee was last reviewed, revised and approved on 25 August 2022 and is available on the corporate website at tuneprotect.com.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(b) Remuneration Committee

Since the commencement of the financial year under review until 3 October 2022, the Remuneration Committee comprised three (3) Directors, two (2) of whom are Independent Non-Executive Directors. On 4 October 2022, the Non-Independent Non-Executive Director retired from the Group and one (1) Independent Non-Executive Director was appointed. Since then until the end of the financial year under review, the Remuneration Committee comprised three (3) Directors, all of whom are Independent Non-Executive Directors. The meeting attendance of the Remuneration Committee during the financial year under review is as follows:

| NAME | DESIGNATION | DIRECTORSHIP | ATTENDANCE ³ |
|--|-------------|--|-------------------------|
| Tan Ming-Li | Chairperson | Independent Non-Executive Director | 4/4 |
| Ng Soon Lai @ Ng Siek Chuan ¹ | Member | Non-Independent Non-Executive Director | 2/2 |
| Mohamed Rashdi bin Mohamed Ghazalli | Member | Senior Independent Non-Executive Director | 4/4 |
| Kelvin Desmond Malayapillay ² | Member | Independent Non-Executive Director | 2/2 |

Notes:

¹ Retired on 4 October 2022

² Appointed on 4 October 2022

³ Number of meetings attended/Number of meetings held during his/her tenure for the financial year ended 31 December 2022

Key matters deliberated during the four (4) Remuneration Committee meetings, of which one (1) was an adjourned meeting, held in the financial year ended 31 December 2022 were as below:

- Reviewed the proposed 2021 performance bonus and the proposed 2022 annual increment for employees and Key Responsible Persons.
- Reviewed the Group CEO's Key Performance Indicators ("KPIs") for 2022.
- Reviewed and discussed the Directors' Fees and Benefits from the conclusion of the AGM held on 27 June 2022 until the conclusion of the next AGM of the Company to be held in 2023.
- Reviewed and recommended the proposed revisions to Parental Leave benefits.
- Reviewed and recommended the proposal for LTIP scheme.
- Reviewed and recommended the 2022 Corporate Scorecard.
- Reviewed and recommended the proposed remuneration for Independent Directors on the Board of joint venture/ associate company.
- Reviewed and recommended the proposed revisions to the Directors' Remuneration Policy.
- Reviewed and recommended the proposed termination of the existing ESOS and the proposed implementation of the new LTIP.
- Reviewed and recommended the proposed compensation pay review for the Chief Technology Officer.

Terms of Reference

 The Terms of Reference of the Remuneration Committee was last reviewed, revised and approved on 20 November 2020 and is available on the corporate website at [tuneprotect.com](https://www.tuneprotect.com).

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(c) Investment Committee

The Investment Committee was established to assist the Board in discharging its duties and responsibilities in the management of investments, including drawing up policies and procedures for monitoring, assets allocation, dealing, recording and reporting. The members of the Investment Committee consist of the following:

| NAME | DESIGNATION | DIRECTORSHIP | ATTENDANCE ³ |
|---|-------------|---|-------------------------|
| Aireen Omar | Chairperson | Non-Independent Non-Executive Director | 4/4 |
| Mohamed Rashdi bin Mohamed Ghazalli | Member | Senior Independent Non-Executive Director | 4/4 |
| Ng Soon Lai @ Ng Siek Chuan ¹ | Member | Non-Independent Non-Executive Director | 3/3 |
| Dato' Mohamed Khadar bin Merican ² | Member | Independent Non-Executive Director | 1/1 |


Notes:

¹ Retired on 4 October 2022

² Appointed on 4 October 2022

³ Number of meetings attended/Number of meetings held during his/her tenure for the financial year ended 31 December 2022

Terms of Reference

 The Terms of Reference of the Investment Committee was last reviewed, revised and approved on 25 February 2021 and is available on the corporate website at tuneprotect.com.

(d) LTIP Committee

The LTIP Committee was established to administer the LTIP of the Group in accordance with the objectives and regulations thereof, and to determine the participation eligibility, option offers, share allocations and any other related matters. The members of LTIP Committee during the financial year ended 31 December 2022 consist of the following:

| NAME | DESIGNATION | DIRECTORSHIP/TITLE |
|--|-------------|--|
| Aireen Omar ¹ | Chairperson | Non-Independent Non-Executive Director |
| Rohit Chandrasekharan Nambiar ¹ | Member | Group CEO |
| Yap Hsu Yi ¹ | Member | Chief – People & Culture |

Notes:

¹ Appointed on 30 September 2022

 Further details of the LTIP can be found on page 125 under Additional Compliance Information.

**CORPORATE GOVERNANCE
OVERVIEW STATEMENT**

III. REMUNERATION

EMPLOYEE REMUNERATION PRACTICES

At Tune Protect Group, our remuneration policy is structured to create a competitive framework that will enable us to attract, reward, motivate and retain talent with the right mix of experience, skills and competencies to deliver our long-term goals.

Key Principles

Our Remuneration Policy is set by the following principles:

- Simple and transparent: our remuneration practices are simple and straightforward, with the intention to drive understanding and ownership among our talent.
- Market competitiveness: when setting remuneration practices, the Company considers external factors (such as market dynamics, regulatory environment, competition) and internal factors (such as organisational design and cost structure).
- Performance and growth: the Company’s emphasis on a high-performance culture is executed via a strong link between performance and rewards. This is implemented in a manner to balance top line growth with quality earnings and cash flow management in order for us to deliver sustainable results for our stakeholders.

Our remuneration policy/principles are applied across all levels of the organisation, and covers all functions including internal control functions.

Components of Remuneration

| Component | Purpose and application |
|--------------------|--|
| Fixed Pay | |
| Base Salary | <ul style="list-style-type: none"> • Our base salary is set to attract and retain key talent by providing competitive pay that is externally benchmarked against relevant peers and with internal equity maintained. • In setting base salary, differences in individual performance and achievements, skillsets, job scope as well as competency level are considered. • Salaries are reviewed and adjusted once a year and adjustments are made taking into consideration performance (merit increment), market/internal equity (equity increment) and upgrade into a bigger role (promotion increment). • The Company sets the company-wide salary increment pool taking into consideration market movement and projected performance for the upcoming financial year. • Increments implemented in the year 2022 were based on individual performance. Non-performing employees received minimal or no increment. • There is no guaranteed or contractual increase in base salary except for the increments mandated by the following Collective Agreements (“CAs”) for the Clerical and Executive population in our subsidiary, Tune Insurance Malaysia Berhad: <ul style="list-style-type: none"> - Association of Insurance Employers and National Union of Commercial Workers - Tune Insurance Malaysia Berhad and Persatuan Pegawai-Pegawai Pentadbiran Industri Insuran Semenanjung Malaysia |

CORPORATE GOVERNANCE
OVERVIEW STATEMENT

| Component | Purpose and application |
|----------------------------|--|
| Fixed Pay (cont'd.) | |
| Fixed Bonus | <ul style="list-style-type: none"> Other than employees falling under the scope of the CAs, no other employees received fixed or guaranteed bonuses. |
| Fixed Allowances | <ul style="list-style-type: none"> Role-based fixed cash allowances which are paid monthly to certain segments of our employee pool, dependant on employees' role. Quantum of the allowances are reviewed and set in accordance with external market benchmarking and Company's priorities. |
| Variable Pay | |
| Performance Bonus | <ul style="list-style-type: none"> Performance bonus is a discretionary payment to employees to reward and recognise them for achievement of the Company's and individual goals. Performance bonus is paid once a year, subsequent to the annual performance review. The performance bonus pool is determined by the Board based on various factors including the Company's financial performance and market pull factors. Performance bonus quantum is determined based on the Company's financial performance and individual employee's performance. Employees are measured on both their personal goals as well as corporate goals on financial and non-financial targets. KPIs are set based on a cascading method. The Board sets KPIs for the Group CEO, who cascades the goals to the senior management team. The management team would set departmental-wide goals to support the overall goals of the Company. Each goal carries a weight that is commensurate with the key focus area of that department or particular role. Personal individual goals comprise i) Business goals (sales, profitability, efficiency, productivity) and ii) Behaviour goals (self and/or team development). Scoring of goals are weighted depending on the goal. Weighted scores fall into a structured performance matrix ranging from Outstanding Performance to Unsatisfactory Performance. In addition to personal goals, performance bonus payout is subject to corporate-wide targets such as: <ul style="list-style-type: none"> financial targets on revenue and profitability. customer & partnership net promoter score. sustainability targets focusing on employees (gender diversity, leadership pipeline), community (corporate social responsibility initiatives), environment, etc. The Company exercises discretion to not award non-performers any performance bonuses. Also, in the case of breaches or non-compliance of internal and external regulation/ rules, the Company also has the discretion to remove or reduce the bonus entitlement for employees. Performance and remuneration of control functions are measured and assessed independently from the business units they support to avoid any conflict of interest. All individual performance scores are calibrated organisation-wide. This is to allow for a consistent and objective evaluation of performance across the various departments functions as well as to ensure that the appropriate payouts are awarded in a fair manner. Final performance scores are signed off by employees and Line Managers. Performance summary of the organisation will be presented to the Board to support them in their discussion, deliberation and approval of the performance bonus pool. |

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Alignment between Risk and Rewards

Our Total Compensation, a mixture of fixed/variable cash compensation and benefits is designed to align with the long-term performance goals and objectives of the organisation. The compensation framework provides a balanced approach between fixed and variable components that change according to individual performance, business/corporate function performance, group performance outcome as well as individual's level and accountability.

The Company practises strong governance on performance and remuneration of control functions which are measured and assessed independently from the business units, with no commercial targets.

The Company participates and performs in annual market compensation reviews to benchmark against the market rate and internally to ensure we set our compensation levels appropriately.

Performance Management principles ensure goals continue to focus on outcomes delivered that are aligned to our business plans. Being a responsible organisation, we continue to review and adjust our goal setting to shape the organisational culture and actively drive risk and compliance agendas effectively, with inputs from control functions and Board Committees.

The Company has a Clawback Clause where compensation (including bonuses) can be adjusted, reduced, withdrawn or clawed-back in the case of serious misconduct including serious legal, regulatory or internal policy breaches.

Internal audits are carried out regularly on all departments on a rotating basis, to assess instances of non-compliance with risk and compliance procedures as well as expected behaviours. Non-compliance cases are reported and investigated, where required. Depending on the severity, the audit findings would impact the employee's performance ratings which would have a direct impact on their remuneration.

The Company reviews the remuneration policy, principles and overall framework once every two years. As a responsible organisation, it is essential that local legislation and practices are observed. Should any clause of any policy conflict with the legislation, the latter will take precedence.

Performance and remuneration for Senior Key Officers and Other Material Risk Takers are reviewed on an annual basis and submitted to the Remuneration Committee for recommendation to the Board for approval.

DIRECTORS' REMUNERATION

In remunerating its Directors, the Company is guided by the following principles:

- Salaries payable to Executive Directors shall not include a commission on or percentage of turnover;
- Fees payable to Non-Executive Directors shall be by a fixed sum, not by commission on or percentage of profits or turnover;
- Bonuses to Executive Directors shall not be guaranteed, except in the context of sign-on bonuses;
- Share options, if granted to Directors, shall not vest immediately. The vesting period of share options shall reflect the time horizon of risks and take account of the potential for financial risks to crystallise over a longer period of time;
- The maxim "pay for performance" is adopted in remunerating Executive Directors to promote the long-term success of the Company. Performance is measured based on a holistic balanced scorecard approach comprising both financial and non-financial KPIs.
- The Directors may be paid all travelling, hotel and other expenses, properly incurred by them in attending and returning from meetings of the Directors or any Committee of Directors or general or other meetings of the Company or in connection with the business of the Company.
- The Directors may grant special remuneration to any Director who (on request by the Directors) is willing to:
 - render any special or extra services to the Company; or
 - go or reside outside his country of domicile or residence in connection with the conduct of any of the Company's affairs.

Such special remuneration may be paid to such Director in addition to or in substitution for his ordinary remuneration as a Director, and may be paid in a lump sum or by way of salary, or by a percentage of profits, or by all or any of such methods but shall not include (where such special remuneration is paid by way of salary) a commission on or a percentage of turnover.

For the purposes of this section, the term "Executive Directors" refers to directors who work on the day-to-day operations of the Company.

The Board's remuneration package currently comprises fees, meeting allowances and hospitalisation benefits. Annual fixed fees are paid either quarterly or monthly and meeting allowances are paid in the subsequent month when each meeting is held for the Board and Board Committees. The level of remuneration reflects the experience and level of responsibilities undertaken by the Directors concerned. The Board's remuneration aligns with market practice.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT**Total Directors' Remuneration for 2022**

The total Directors' remuneration received from the Company and the Group during the financial year ended 31 December 2022 are as follows:

| | Remuneration received from the Company | | | Remuneration received from the Group | | |
|--|---|----------------------|--------------|---|----------------------|--------------|
| | Directors' Fee | Meeting Allowance | Total | Directors' Fee | Meeting Allowance | Total |
| | RM'000 | RM'000 | RM'000 | RM'000 | RM'000 | RM'000 |
| Executive Director | | | | | | |
| NIL | NIL | NIL | NIL | NIL | NIL | NIL |
| Non-Executive Directors | | | | | | |
| Dato' Mohamed Khadar bin Merican | 124 | 27 | 151 | 135 | 30 | 165 |
| Ng Soon Lai @ Ng Siek Chuan ¹ | 126 | 55 | 181 | 181 | 60 | 241 |
| Tan Ming-Li | 149 | 63 | 212 | 262 | 107 | 369 |
| Mohamed Rashdi bin Mohamed Ghazalli | 179 | 73 | 252 | 348 | 125 | 473 |
| Aireen Omar | 114 | 32 | 146 | 114 | 32 | 146 |
| Kelvin Desmond Malayapillay | 151 | 50 | 201 | 151 | 50 | 201 |
| Dr Grace Lee Hwee Ling ² | 143 | 30 | 173 | 143 | 30 | 173 |
| Total | 986 | 330 | 1,316 | 1,334 | 434 | 1,768 |

Notes:

¹ Retired on 4 October 2022

² Appointed on 25 March 2022

The total remuneration of the Group CEO for the financial year ended 31 December 2022 is disclosed in Note 25(c) to the Audited Financial Statements and Section B of the CG Report.

The total remuneration of Senior Management for the financial year ended 31 December 2022 is disclosed in Section B of the CG Report.

B EFFECTIVE AUDIT AND RISK MANAGEMENT

The Audit and Risk Committee of Tune Protect Group was established on 5 October 2012 and it was split into two separate committees namely, the Audit Committee and the Risk Management Committee on 16 March 2017. The Audit Committee assists the Board in overseeing the audit and corporate governance functions of the Group while the Risk Management Committee assists the Board in overseeing the risk management and compliance functions of the Group, independent from the Management.

I. AUDIT COMMITTEE

The Audit Committee comprised three (3) Independent Non-Executive Directors and one (1) Non-Independent Non-Executive Director from 1 January 2022 to 24 March 2022. On 25 March 2022, an Independent Non-Executive Director was appointed and she has chaired the Audit Committee since 1 January 2023. The Board through its Audit Committee evaluates and continuously improves the effectiveness of the internal audit function, financial and operational control, and governance processes of the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Terms of Reference of the Audit Committee sets out the roles and responsibilities of the Audit Committee, which included, inter-alia, the review of the external and internal audit reports and audit plans, the effectiveness of the control measures of the Company, the review of related party transactions of the Group, as well as the adequacy of resources of the internal audit function. In addition, the Audit Committee is also tasked to assess the suitability and independence of the external auditors. During the Audit Committee meeting held on 22 March 2023, the Audit Committee had referred to the Annual Transparency Report 2021 issued by the external audit firm to assess the performance and suitability of the external auditors. The Audit Committee was satisfied with the performance and independence of the external auditors and recommended their re-appointment to the Board for shareholders' approval at the forthcoming AGM.

The composition of the Audit Committee, their meeting attendance records and the summary of work performed by the Audit Committee during the financial year ended 31 December 2022 are available in the Audit Committee Report on pages 117 to 119.

II. RISK MANAGEMENT COMMITTEE

The Risk Management Committee comprised three (3) Independent Non-Executive Directors and one (1) Non-Independent Non-Executive Director from 1 January 2022 to 24 March 2022. On 25 March 2022, an Independent Non-Executive Director was appointed. On 4 October 2022, the Non-Independent Non-Executive Director retired from the Group and one (1) Independent Non-Executive Director was appointed. Since then until the end of the financial year under review, the Risk Management Committee comprised five (5) Directors, all of whom are Independent Non-Executive Directors. The meeting attendance of the Risk Management Committee during the financial year under review is as follows:

| NAME | DESIGNATION | DIRECTORSHIP | ATTENDANCE ⁴ |
|--|-------------|--|-------------------------|
| Kelvin Desmond Malayapillay | Chairman | Independent Non-Executive Director | 4/4 |
| Ng Soon Lai @ Ng Siek Chuan ¹ | Member | Non-Independent Non-Executive Director | 3/3 |
| Tan Ming-Li | Member | Independent Non-Executive Director | 4/4 |
| Mohamed Rashdi bin Mohamed Ghazalli | Member | Senior Independent Non-Executive Director | 4/4 |
| Dr Grace Lee Hwee Ling ² | Member | Independent Non-Executive Director | 3/3 |
| Dato' Mohamed Khadar bin Merican ³ | Member | Independent Non-Executive Director | 1/1 |

Notes:

¹ Retired on 4 October 2022

² Appointed on 25 March 2022

³ Appointed on 4 October 2022

⁴ Number of meetings attended/Number of meetings held during his/her tenure for the financial year ended 31 December 2022

The Risk Management Committee's meeting calendar and agendas are linked to events in Tune Protect Group's financial calendar. The Group CEO and Chief Risk & Compliance Officer are invited to attend the Risk Management Committee meetings held every quarter.

A summary of work performed during the financial year ended 31 December 2022 in the discharge of the Risk Management Committee's functions was as follows:

1. Annual Report

Reviewed the Statement on Risk Management & Internal Control for recommendation to the Board for approval and inclusion in the 2021 Annual Report.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT


2. Risk and Compliance

- (a) Reviewed the Quarterly Risk Dashboard and the Summary of Risk Register of the Company and its subsidiaries with key risk indicators to identify the top key risks and deliberated on the same and the mitigating action plans.
- (b) Reviewed and deliberated on the Risk Appetite Statement of the Company.
- (c) Reviewed the Risk Management Policy.
- (d) Reviewed the Group Policies and Procedures (P&P) Governance Policy.
- (e) Reviewed the Group Sustainability Policy.
- (f) Reviewed the Travel & Entertainment Policy.
- (g) Reviewed the Group Learning & Development Policy.
- (h) Reviewed the Outsourcing Policy.

Further information on the roles and responsibilities of the Risk Management Committee can be found in its Terms of Reference, which is available on the corporate website at **tuneprotect.com**.

III. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board fulfils its responsibility in the risk governance and oversight functions through its Risk Management Committee, which reviews the effectiveness of the Group’s systems of risk management and internal control in managing risks identified, and provides reasonable assurance that risks linked to business goals, strategies and objectives are managed within the risk appetite and risk limits approved by the Board.


 Further information about the Risk Management and Internal Control Framework of the Company can be found in the Statement on Risk Management & Internal Control on pages 120 to 124.

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I. COMMUNICATION WITH STAKEHOLDERS

Communication with stakeholders is important and the Company has in place a Group Investor Relations Policy, which is available on the corporate website at **tuneprotect.com**. The Group CEO and Investor Relations team have the shared responsibility of communicating with the Company’s key stakeholders on the Company’s strategy and plans in achieving its objectives. Regular dialogues ensure that the Company’s strategy is understood, updates on the status of the Company in meeting its objectives is provided, and any issues arising are addressed in a constructive manner.

Reports issued by the analysts about the Group and its Overseas Ventures are circulated to the Directors and the Executive Committee. Shareholders can directly pose questions on their shareholdings to the Share Registrar or the Company Secretary.

 Details on Investor Relations activities throughout the year can be found on pages 9 to 13 of this Annual Report.

Annual Report

The Company’s Annual Report communicates the Group and its Overseas Ventures’ activities, operations and both the financial as well as non-financial performance to shareholders.

Tune Protect Corporate Website

The Company’s corporate website (**tuneprotect.com**) publishes information about the Company, including all the announcements made to Bursa Securities, relevant press releases and official releases of important information to the market within a reasonable timeframe.

 The approach to stakeholders’ engagement can be found on pages 18 to 21 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

II. CONDUCT OF GENERAL MEETINGS

The AGM and other general meetings of the Company are the primary forum for dialogue with its shareholders. All notices of general meetings and accompanying explanatory materials are published on the corporate website (tuneprotect.com), advertised in a nationwide daily newspaper and announced to Bursa Securities. Shareholders may deposit their proxy forms for AGMs and other general meetings of the Company at the registered office of the Company.

The Management of the Company makes themselves available for meetings with key stakeholders at least once per quarter, in person, virtually or via teleconference. Further information can be found in the Investor Relations section of this Annual Report on pages 9 to 13.

The Company's Eleventh AGM was held virtually in 2022. Voting at the AGM was conducted using Remote Participation and Voting (RPV) system. The Company continues to leverage technology to enhance shareholders' engagement and participation in the AGMs and general meetings of the Company.

ACCOUNTABILITY AND AUDIT

Directors' Responsibilities in Financial Reporting

The Board is responsible for ensuring the proper maintenance of accounting records and that the financial statements of the Company and the Group are drawn up in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 so as to give a true and fair view of the financial position of the Company and the Group as at 31 December 2022 and of their financial performance and cash flows for the financial year then ended. The Board is satisfied that in preparing the Company's financial statements for the financial year ended 31 December 2022, the Company has used appropriate accounting policies and applied them consistently and prudently, as well as made judgements and estimations, which are prudent and reasonable. The Board is of the opinion that the financial statements have been prepared in accordance with all relevant approved accounting standards.

Relationship with the External Auditors

The Board, through the Audit Committee, has maintained an appropriate, formal and transparent relationship with the external auditors. As indicated in the Independent Auditors' Report, Ernst & Young PLT confirmed that they are, and have been, independent throughout the conduct of the audit engagement in accordance with relevant professional and regulatory requirements and in accordance with their internal policy. Ernst & Young PLT has also confirmed that they have reviewed the non-audit services provided to the Group during the year. The Audit Committee has conducted the independent assessment of the external auditors and has recommended to the Board the re-appointment of Ernst & Young PLT. The Board has in turn, recommended the same to the shareholders of the Company.

The Audit Committee meets with Ernst & Young PLT without the presence of the Management, as and when necessary, and at least once a year. Notwithstanding this, the Audit Committee met with Ernst & Young PLT without the presence of the Management once for the financial year under review. Meetings are held to discuss the Group's audit plans, audit findings, financial statements as well as to seek their professional advice on related matters. From time to time, the external auditors inform and update the Audit Committee on matters that may require their attention.

The Company has engaged and re-appointed Messrs Ernst & Young annually since 2011 (now converted to Ernst & Young PLT). In line with the requirement of the External Auditor policy document issued by BNM and Ernst & Young PLT's internal policy, a different engagement partner will be assigned to the Company every five years. Following the expiry of the 5-year term of office of the previous engagement partner, a new engagement partner has been assigned for the financial year ended 31 December 2021 and onwards.

Going Concern

The Board has reviewed the Group's financial projections for the next twelve months, including regulatory capital surpluses. Based on this review, the Directors are satisfied that the preparation of the financial statements on a going-concern basis is appropriate.

This CG Overview Statement was approved by the Board on 22 March 2023.

AUDIT COMMITTEE REPORT

MEMBERSHIP AND AUTHORITY

The Audit and Risk Committee of Tune Protect Group Berhad (“Tune Protect Group” or “the Company”) was established on 5 October 2012 and it was split into two separate committees namely, the Audit Committee and the Risk Management Committee on 16 March 2017. The Audit Committee assists the Board of Directors (“the Board”) in overseeing the audit and corporate governance functions of the Group, independent of the Management.

The Audit Committee comprised three (3) Independent Non-Executive Directors and one (1) Non-Independent Non-Executive Director from 1 January 2022 to 24 March 2022.

On 25 March 2022, Dr Grace Lee Hwee Ling, an Independent Non-Executive Director, was appointed as Audit Committee member and on 31 May 2022, Mr Ng Soon Lai @ Ng Siek Chuan, the Non-Independent Non-Executive Director, stepped down from the Audit Committee. Subsequently on 1 January 2023, Dr Grace Lee Hwee Ling was re-designated as Audit Committee Chairperson and En Mohamed Rashdi bin Mohamed Ghazalli, the Senior Independent Non-Executive Director, was re-designated as Audit Committee member. Since then, the Audit Committee comprises four (4) Independent Non-Executive Directors.

The attendance of the members of the Audit Committee in respect of the financial year ended 31 December 2022 is as follows:

| NAME | DESIGNATION | DIRECTORSHIP | ATTENDANCE ³ |
|--|-------------|---|-------------------------|
| Mohamed Rashdi bin Mohamed Ghazalli | Chairman | Senior Independent Non-Executive Director | 5/5 |
| Ng Soon Lai @ Ng Siek Chuan ¹ | Member | Non-Independent Non-Executive Director | 3/3 |
| Tan Ming-Li | Member | Independent Non-Executive Director | 5/5 |
| Kelvin Desmond Malayapillay | Member | Independent Non-Executive Director | 5/5 |
| Dr Grace Lee Hwee Ling ² | Member | Independent Non-Executive Director | 3/3 |

Notes:

¹ Retired on 31 May 2022

² Appointed on 25 March 2022

³ Number of meetings attended/Number of meetings held during his/her tenure for the financial year ended 31 December 2022

The composition of the Audit Committee fulfills the criteria for membership as prescribed by the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and Bank Negara Malaysia (“BNM”) where:

- the Audit Committee must be composed of at least three (3) directors;
- all the Audit Committee members are non-executive directors with a majority of independent directors, no alternate director is appointed as a member of the Audit Committee; and
- at least one of the Audit Committee member is a member of the Malaysian Institute of Accountants.

The Company’s Audit Committee also meets the requirement where the Chairman must be an independent director. The Chairman of the Audit Committee is not the Chairman of the Board. The Audit Committee consists of members with a broad spectrum of skills, professional knowledge and experience with high integrity.

In addition to financial matters, the Audit Committee also provides active oversight on the Internal Audit and Corporate Governance functions and activities, appropriate independence, scope of work and resource requirements. The

Internal Audit function collaborates with the Management to support Tune Protect Group towards achieving its objectives by embedding a systematic, disciplined approach to evaluating and continuously improving the effectiveness of the internal audit, financial and operational controls, and governance processes. In this regard, the Internal Audit function reports directly to the Audit Committee to facilitate its oversight responsibilities for the Group and to ensure independence of the internal auditors.

The Audit Committee’s meeting calendar and agendas are linked to events in Tune Protect Group’s financial calendar. The Group Chief Executive Officer, Group Chief Financial Officer, Group Head of Internal Audit, Chief Risk & Compliance Officer, other Management and external auditors may be invited to attend the Audit Committee meetings whenever required. During the year under review, the total number of meetings held included the meeting between the members of the Audit Committee and representatives of the External Auditors without the presence of the Management.

TERMS OF REFERENCE

The Terms of Reference of the Audit Committee was last reviewed, revised and approved on 25 February 2022 and is available on the corporate website at tuneprotect.com.

AUDIT COMMITTEE REPORT

SUMMARY OF WORK PERFORMED BY THE AUDIT COMMITTEE DURING THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

During the year under review, the Audit Committee carried out the following work in the discharge of its functions and duties:

1. FINANCIAL REPORTING

- (a) Reviewed the financial statements and reports pertaining thereto and made recommendations to the Board for approval of the same as follows:

| DATE OF AC MEETING | REVIEW OF FINANCIAL STATEMENTS |
|--------------------|--|
| 22 February 2022 | Fourth quarter and year-to-date financial results for the financial year ended 31 December 2021. |
| 24 March 2022 | Audited Financial Statements and reports thereon for the financial year ended 31 December 2021. |
| 18 May 2022 | First quarter and year-to-date financial results for the financial period ended 31 March 2022. |
| 23 August 2022 | Second quarter and year-to-date financial results for the financial period ended 30 June 2022. |
| 22 November 2022 | Third quarter and year-to-date financial results for the financial period ended 30 September 2022. |

The above reviews were focused particularly on changes in or implementation of major accounting policies and practices, significant adjustment arising from the external audit, if any, significant matters highlighted including financial reporting issues, significant judgements made by the Management, significant and unusual events, the going concern assumption, compliance with the relevant accounting standards and other legal requirements, to ensure that the financial statements present a true and fair view of the Company's financial performance.

- (b) Reviewed and discussed with the Management on the Group financial performance and Malaysian Financial Reporting Standards (MFRS) 17 implementation status, which included subsidiaries, joint-venture and associate companies.

- (c) Reviewed and deliberated with the external auditors, Ernst & Young PLT, the audited financial statements for the financial year prior to submission to the Board for their consideration and approval, with particular attention to any changes in accounting policies, key audit matters, significant and unusual events and compliance with applicable accounting standards approved by the Malaysian Accounting Standards Board ("MASB") and other regulatory requirements.

2. ANNUAL REPORT

Reviewed and recommended to the Board for approval of the Statement on Risk Management & Internal Control, Corporate Governance Overview Statement, Audit Committee Report and Additional Compliance Information for inclusion in the Annual Report, and Corporate Governance Report 2021.

3. EXTERNAL AUDITORS

- (a) Reviewed and deliberated reports issued by the external auditors, Ernst & Young PLT, on the significant findings and remedial actions to be taken by the Management; and assessed their independence. The external auditors are required to report to the Audit Committee as necessary on all matters that might affect their independence.
- (b) Reviewed the suitability, expertise and performance of the external auditors and made recommendation to the Board on their re-appointment and remuneration.
- (c) Discussed with the external auditors on the approach, process and scope of the audit before commencement of the audit.
- (d) Reviewed the appointment of the external auditors for any non-audit services to assess their independence.
- (e) Conducted private session with the external auditors without the presence of the Management to discuss and address any issues of concern.

4. INTERNAL AUDIT

- (a) Reviewed the Internal Audit activities in addition to the review of internal audit reports covering the following areas:
- (i) Corporate Governance;
 - (ii) Sustainability Reporting;
 - (iii) Recurring Related Party Transactions ("RRPT");
 - (iv) Anti-Money Laundering and Counter Financing of Terrorism;

AUDIT COMMITTEE REPORT

- (v) External service agreement (outsourcing);
- (vi) Business Continuity Management and Disaster Recovery Plan;
- (vii) Anti-Bribery and Corruption System (ABCS); and
- (viii) Various audit reviews on Tune Insurance Malaysia Berhad, including Motor Underwriting, Policy Processing, Investment, Compliance, Perbadanan Insurans Deposit Malaysia (PIDM) Validation, Product Transparency & Disclosure, Agency Operating Cost Control, Motor Claims, Counter Financing of Terrorism, Business Continuity Management and Disaster Recovery Plan, intra-company cross charges, and several branches.

The above audits covered reviews that focused on management, compliance, internal controls of head office and branch operations.

- (b) Reviewed implementation of audit recommendations to ensure that key risks and controls have been timely and completely addressed.
- (c) Reviewed the scope and competency of the internal audit function, including the quality of the internal audit findings and recommendations to improve internal controls and operational efficiencies.

5. RELATED PARTY TRANSACTIONS

- (a) Reviewed Related Party Transactions (RPT) and RRPT of the Company and its subsidiaries for the financial year to ensure that the transactions are in the best interest of the Company; fair, reasonable and on normal commercial terms; and not detrimental to the interest of the minority shareholders;
- (b) Reviewed and recommended to the Board for approval, the Circular to Shareholders in relation to the proposed renewal of shareholders' mandate for RRPT of a revenue or trading nature; and
- (c) Reviewed the adequacy of controls and procedures to ensure compliance with the approved shareholders' mandate in respect of the RRPT of a revenue or trading nature as tabled at the last Annual General Meeting of the Company.

6. OTHER ACTIVITIES

- (a) Noted the relevant technical pronouncements and accounting standards issued by the MASB, the MMLR of Bursa Securities, and other regulations governing the Company and its subsidiaries.

- (b) Reviewed the introduction or changes to the systems, policies and guidelines in the Company's operations.

SUMMARY OF ACTIVITIES OF THE INTERNAL AUDIT FUNCTION DURING THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

The Internal Audit function reports directly to the Audit Committee of Tune Protect Group as well as to the Audit Committee of Tune Insurance Malaysia Berhad, the major subsidiary of Tune Protect Group which is under the supervision of BNM. The Internal Audit function proactively assists the Audit Committee in discharging its duties and responsibilities. Tune Protect Group's Internal Audit function ensures continued independence of the audit function and provides assurance on the adequacy and effectiveness of the risk management, internal control and governance processes, in addition to providing value added audit services within the Group.

The Group Internal Audit's scope of work includes the review and evaluation of the adequacy and effectiveness of the internal control system to anticipate any potential risks, performance of root-cause analyses on audit findings and recommendations for improvements, where required. The Group Internal Audit function also assesses:

- Ethical and regulatory compliance;
- Accounting and finance;
- Information, communications and technology asset management;
- Business continuity;
- Special projects; and
- Internal controls, risk management and compliance of the Group.

During the business audit planning cycle, high impact risk areas were assessed and incorporated into the Internal Audit Annual Plan. Risk profiling was carried out to examine the Group's risks and key governance issues facing Tune Protect Group's business activities. These assessments form the basis for Tune Protect Group's risk-based audit plan and strategy. Internal audit covers amongst others, the review of the adequacy of risk management, operations and financial controls, compliance with established procedures, guidelines, statutory requirements and business processes improvement.

The internal audit reports were discussed with the Management and relevant action plans were agreed and implemented. All internal audit findings were presented to the Audit Committee for review and deliberation.

In addition, the internal auditors also provide necessary assistance and manpower for any special assignments or investigations which the Management may request from time to time, with the approval of the Audit Committee.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

INTRODUCTION

The Board of Directors (“the Board”) and the Management of Tune Protect Group Berhad (“the Company”) place great importance on high standards of corporate conduct and are committed to uphold the values of integrity, honesty and proper corporate governance in the business operations and dealings of the Company and its subsidiaries (“the Group”). The Board believes that maintaining high standards of corporate governance is key to the continuous delivery of stakeholders’ value.

This Statement on Risk Management & Internal Control was prepared in accordance with the “Statement on Risk Management & Internal Control – Guidelines for Directors of Public Listed Issuers” issued by Bursa Malaysia Securities Berhad. It outlines the processes that have been implemented to ensure adequacy and integrity of the system of risk management and internal control of the Group during the financial year ended 31 December 2022.

RESPONSIBILITIES

The Board

The Board acknowledges its overall responsibility in establishing a sound risk management and internal control system as well as reviewing its adequacy and effectiveness. Due to the inherent limitations arising from internal or external events, the Board recognises that the intention of such systems is not to eliminate all risks but to ensure the balance between growth, returns and risks.

In view of the above, the Board, through its Audit and Risk Management Committees, continues to review the established governance structure for ensuring adequate and effective oversight of risk and controls within the Group during a formal and regular schedule of meetings prefixed on an annual basis. The Board receives reports on regulatory developments, risk management, compliance and internal audit activities, and monitors Management’s effort to correct deficiencies identified.

Management

The Management is responsible for recommending and implementing Board-approved internal controls established in written policies and procedures. New initiatives, strategies, financial performance, goal achievements, risks and other operational issues are discussed at the various Management-level Committees, including the Group Executive Committee and Management Governance Committee meetings. Where deficiencies are identified, Management directs effort into identifying root causes and correcting situations that give rise to such deficiencies. Material issues would also be escalated to the Board for their notation and deliberation at the Risk Management Committee meetings.

The Management has provided assurance that the Group’s risk management and internal control system are operating adequately and effectively and that necessary processes have been implemented.

Day-to-day risk management functions and responsibilities reside in the business and functional support units as the first line of defence. The Risk Management and Compliance functions serve as the second line of defence, which is a central support infrastructure that deals with more pervasive, entity-wide risks, whilst the Internal Audit Function, the third line of defence, provides independent assurance on the effectiveness of the risk management approach. This structure aims to place accountability and ownership as close as possible to where the risks arise while facilitating an appropriate level of independence and segregation of duties between the business, Risk Management, Compliance and Internal Audit functions. The Risk Management and Compliance functions report directly to the Risk Management Committee whilst the Internal Audit function reports directly to the Audit Committee.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

RISK MANAGEMENT

The Group’s risk management framework is designed to ensure that risks which could undermine the Group’s strategies, business goals, objectives, reputation and long-term viability are identified in a timely manner, assessed and monitored within the risk appetite and risk tolerance limits approved by the Board. This is supported by a Group-wide risk management organisation structure that delineates the function of risk taking, risk oversight and policy making. The risk reporting lines, authorities, roles and responsibilities are clearly specified in the Risk Management Policy.

Risk Management Framework

Risk management is an important driver for strategic decisions in support of business objectives while balancing the appropriate level of risk taken to the desired level of rewards. The Group’s risk management framework which is documented in the Risk Management Policy details the policies and processes for managing uncertainties in terms of risks and opportunities and building value for the Group’s stakeholders. The framework is developed in line with the Bank Negara Malaysia Policy Document on Risk Governance on what should be the building blocks of a risk management framework. This Policy Document can be found at www.bnm.gov.my.

The Policy Document on Risk Governance sets out a framework of principles to guide the Board and Management in performing their risk oversight function. Risks are identified using business mapping, the likelihood rating table in the Risk Management Policy and the impact of those risks based on the likelihood rating table. Controls are then put in place and their effectiveness is measured using the Control Effectiveness Rating table. Any residual risks are managed with the implementation of risk mitigation strategies.

The Group has in place on-going processes for the identification, measurement, control, mitigation, monitoring and reporting of major strategic, business and operational risks within the Group, as described below:

| | |
|--|--|
| <p>Risk Identification</p> | <p>The risk process begins with the business strategies and objectives. Risks arising from these business strategies and objectives are perused and identified. The risks identified are the internal and external risks that pose a threat to the Group.</p> |
| <p>Measurement</p> | <p>The measurement process involves determining the impact and likelihood of each of the identified risk and the quantification of the risk exposure. It also involves the continual reassessment and identification of emerging risks.</p> |
| <p>Control & Mitigation</p> | <p>Quantitative and qualitative controls are developed to oversee risk exposure and deploy risk mitigation strategies. The controls and mitigation strategies are reviewed regularly to ascertain their effectiveness against the risk appetite statements and thresholds.</p> |
| <p>Monitoring</p> | <p>Accurate and timely monitoring mechanisms on the identified risks are established during the monitoring process. This process also involves prompt decision making and mitigation strategies.</p> |
| <p>Reporting</p> | <p>The risk profiles of the Group are tabled to the Risk Management Committee, which is focused on risk mitigation strategies based on risk ratings and are reviewed on a quarterly basis.</p> |

The Group Risk Management Policy was last reviewed in September 2022 with no material changes made.

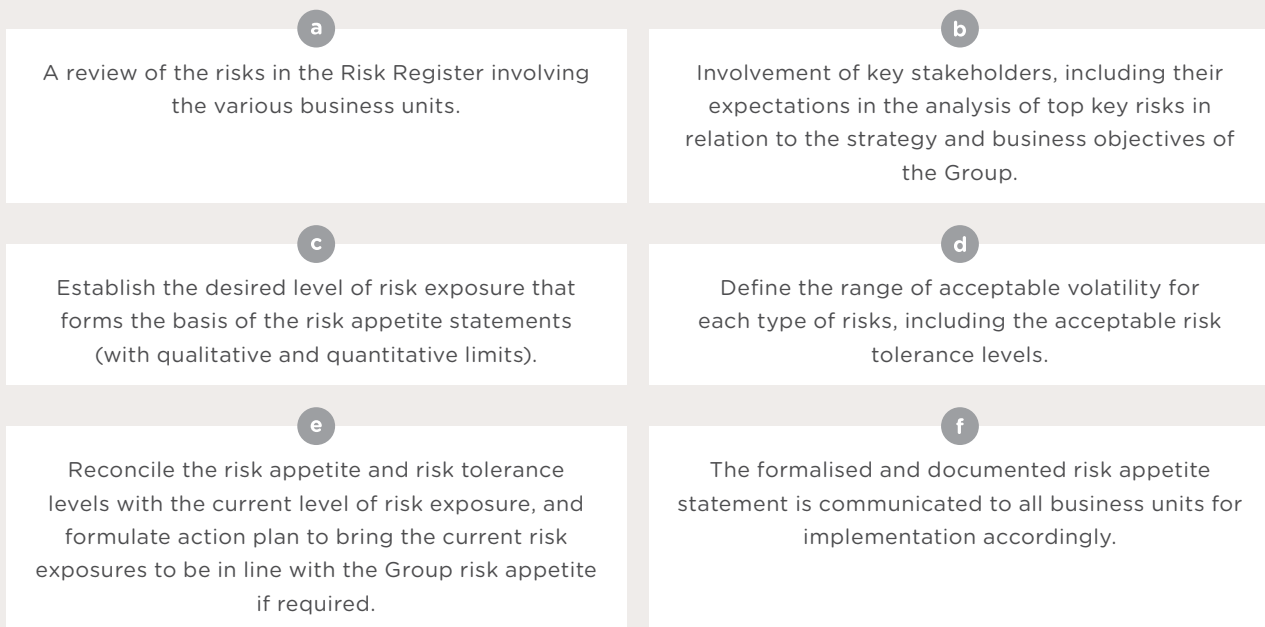
STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

Risk Appetite Statement

The establishment of the Group’s risk appetite is a critical component of a robust risk management framework. Risk appetite determines the amount and type of risk that the Group is willing to take in order to meet the strategic objectives. The risk appetite which is reflective of the strategy and business objectives of the Group, would be driven through a mix of top-down engagement of the Board as well as bottom-up involvement of all levels of management.

The risk appetite provides the basis for establishing risk tolerance thresholds around specific risks, through qualitative and quantitative metrics. Through effective communication, the risks in the Group are appropriately managed and monitored by all business units.

In the Group, the process involved in developing the risk appetite statements is as follows:



Compliance Policy

This Board-approved policy outlines the structure and key processes, for identifying and ensuring compliance with applicable laws and regulations, and internal policies and procedures. It serves to promote the importance of regulatory and operational compliance, and the connection to corporate values, as well as to ensure compliance obligations are met by establishing monitoring and reporting mechanisms for instances of non-compliance and tracking remedial actions. Compliance obligations registers are consolidated for review and monitoring by the Board, through the Risk Management Committee.

The Group Compliance Policy was last reviewed in November 2022 with no material changes made.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

INTERNAL AUDIT

The Group Internal Audit function is governed by the International Professional Practices Framework (“IPPF”) that organises authoritative guidance promulgated by The Institute of Internal Auditors (“IIA”), a global, guidance setting body. The IIA provides internal audit professionals worldwide with authoritative guidance organised in the IPPF.

The Group Internal Audit function provides independent assurance on the adequacy and effectiveness of the systems of risk management and internal controls. High impact risk areas identified are periodically assessed and forms the basis of the risk-based internal audit plan and strategy. Internal Audit activities are approved by and are monitored quarterly by the Board, through the Audit Committee. Remedial actions by Management arising from internal audit findings are tracked by the Audit Committee until resolution. A summary of key activities performed by the Internal Audit function as well as Audit Committee oversight is available in the Audit Committee Report on pages 117 to 119.

The Group has an in-house Internal Audit department which is based in its subsidiary, Tune Insurance Malaysia Berhad. The Group Head of Internal Audit, Mr Suresh Maria Alexander, is a Certified Internal Auditor and a Chartered Fellow Member of IIA Malaysia. There were five (5) full time employees in the Internal Audit function as at 31 December 2022, including the Group Head of Internal Audit.

The Board confirmed that the internal audit personnel are free from any relationships or conflicts of interest which could impair their objectivity and independence, and the Internal Audit activities performed are in accordance with a recognised framework. The total costs incurred by the Group Internal Audit function performed in-house for the year ended 31 December 2022 was RM798,020.47.

INTERNAL CONTROL

An effective internal control system provides reasonable assurance that the Group continues to pursue its goals in a manner that is effective and efficient, produces accurate and reliable reporting, and is always in compliance with applicable laws and regulations. All policies are reviewed and approved by the Board. Elements of the Group’s internal control system include but not limited to the following:

Organisation Structure

The Board has established clear reporting lines, authorities, roles and responsibilities to support the internal control system. The Management assists the Board in their oversight on the day-to-day operations of the business.

Annual Business Plan and Budget

The annual business plan and budget are tabled to the Board for approval and the Group’s performance against the budget is monitored by the Board quarterly.

Code of Conduct

The Code of Conduct governs how we interact with our stakeholders – with integrity and respect for our business partners, shareholders, and employees. The Code of Conduct can be found in the corporate website at tuneprotect.com.

Employee Handbook

This handbook is a compilation of the policies, procedures, working conditions and behavioural expectations that guide our employees’ actions in the workplace. Established disciplinary procedures and steps for raising grievances are described within.

Anti-Bribery and Corruption Policy

The policy reinforces the Group’s zero tolerance and commitment against fraud, bribery and corruption by promoting a culture of integrity within the Group. It sets out the responsibilities for development and operations of internal control and provides assurance that all irregularities or suspected irregularities involving employees, shareholders, consultants, vendors, external agencies and any other parties in a business relationship with the Group will be fully investigated.


Whistleblowing Policy and Procedures

The Whistleblowing Policy and Procedures is applicable to all parties (Directors, employees and third parties). All reports under this policy and procedures are securely logged and confidentially channelled to the Chairman of the Risk Management Committee. This channel of reporting provides assurance that all disclosures will be appropriately investigated objectively and confidentially. The policy and procedures can be found in the corporate website at tuneprotect.com.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

Sustainability Policy

The Group has a Sustainability Policy that sets out some guidelines and its commitment to Economic, Environmental and Social (EES) aspects of the business. This Policy applies to directors and employees of the Group. This policy can be found in the corporate website at [tuneprotect.com](https://www.tuneprotect.com).

 Refer to Sustainability Statement on pages 40 to 89 in this Annual Report, for further details.

Underwriting and Claims

Underwriting Guidelines and Policy are established to manage and adequately assess risks being underwritten. Claims Policy and Procedures detail the written operational controls surrounding claims handling and settlement processes.

Information Technology (“IT”)

The Group had established reliable information security systems and standards to protect data confidentiality, security and integrity which complies to the requirement of BNM’s Policy Document on Risk Management in Technology (RMiT). Each subsidiary is responsible for the deployment of IT strategies in line with the overall business objectives, with oversight by the Group Executive Committee. This includes establishing effective IT plans and monitoring the execution of approved IT projects and initiatives.

Operating Policies and Procedures

The Group has established a Policy and Procedures Governance Policy for management of Policies and Procedures across the Group. The policy is applicable to employees who are responsible for the development and management of policy and procedure documents, and was last reviewed in May 2022.

Departmental manuals and written operational controls such as financial authority limits, procurement policy, communication policy, and payment procedures, among others, are established and continuously updated to guide employees in their day-to-day execution of tasks.

OTHER MATTER

The disclosures in this Statement on Risk Management & Internal Control do not include the risk management and internal control practices of the associate and joint venture companies, where the Company does not have majority controlling interest.

ASSURANCE FROM MANAGEMENT

The Board has received written assurance from the Group Chief Executive Officer and Group Chief Financial Officer that to the best of their knowledge, information and belief, the Group’s systems of risk management and internal control are operating adequately and effectively, and there is no breach of law/regulation, corruption and fraud, during the year under review. Based on the reports and the risk registers that were presented to the Board in 2022, the Board is satisfied that there is an effective and adequate risk management and internal control system in place, and there were no significant issues reported for the year ended 31 December 2022.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

As required by paragraph 15.23 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad, the external auditors have reviewed this Statement on Risk Management & Internal Control. Their review was performed in accordance with the Audit and Assurance Practice Guide (“AAPG”) 3 issued by the Malaysian Institute of Accountants. Based on their review, the external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement, intended to be included in the annual report, is not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management & Internal Control: Guidelines for Directors of Listed Issuers, nor is the Statement factually inaccurate. The external auditors are not required by AAPG 3 to consider whether this Statement covers all risks and controls, or to form an opinion on the effectiveness of the Group’s risk management and control procedures.

This Statement on Risk Management & Internal Control was approved by the Board on 22 March 2023.

ADDITIONAL COMPLIANCE INFORMATION

The information set out below is disclosed in compliance with the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”):

1.0 Employees’ Share Option Scheme (“ESOS”)

The Company had an old ESOS Scheme, which was approved by the shareholders on 2 January 2013 and came into effect on the date of listing of the shares of the Company on 20 February 2013. On 30 September 2022, the ESOS was terminated and was replaced by the Long Term Incentive Plan (“LTIP”). There were no ESOS options exercised and all unexercised ESOS options automatically lapsed on 30 September 2022.

No options were granted under the LTIP as at 31 December 2022

2.0 Audit and Non-Audit Fees Paid to External Auditors

The amount of audit and non-audit fees incurred for services rendered to the Company and the Group by Ernst & Young PLT (“EY”), the external auditors of the Company, and/or a firm or corporation affiliated to EY, during the financial year ended 31 December 2022 were as follows:

| For the financial year ended 31 December 2022 | The Company (RM’000) | The Group (RM’000) |
|---|-------------------------|-----------------------|
| Audit Fees: | | |
| - Statutory audits | 109 | 1,215 |
| - Regulatory related services | 54 | 121 |
| Non-Audit Fees | 16 | 118 |

The audit and non-audit fees are also disclosed in Note 25 of the Audited Financial Statements.

3.0 Material Contracts Involving the Interests of the Directors and/or Chief Executive, Who Is Not a Director and/or Major Shareholders

There were no material contracts entered into by the Company and its subsidiaries involving the interests of the Directors and/or Chief Executive, who is not a Director and/or Major Shareholders, either still subsisting at the end of the financial year ended 31 December 2022 or if not then subsisting, entered into since the end of the previous financial year.

4.0 Utilisation of Proceeds

There were no proceeds raised from any corporate proposals during the financial year ended 31 December 2022.

5.0 Recurrent Related Party Transactions of a Revenue or Trading Nature

At the AGM held on 27 June 2022, the Company had obtained a shareholders’ mandate to allow the Company and/or its subsidiaries to enter into recurrent related party transactions (“RRPTs”) of a revenue or trading nature from 27 June 2022 to 22 June 2023.

ADDITIONAL COMPLIANCE INFORMATION

Pursuant to Paragraph 10.09(2)(b) of the MMLR and Paragraph 3.1.5 of Practice Note 12 of the MMLR of Bursa Securities, the details of the RRPTs entered into by the Group during the financial year ended 31 December 2022 are as follows:

| Transacting Parties | Nature of RRPTs | Class and Relationship of the Related Parties | Actual Value (RM'000) |
|---|--|---|-----------------------|
| 1 AirAsia Berhad [Registration No. 199301029930 (284669-W)] | Provision of right to access AirAsia Berhad's customer database for the purposes of overall insurance business of AirAsia Berhad and the provision of management services by the Company to AirAsia Berhad's travel insurance business. | Interested Major Shareholders • Tan Sri Anthony Francis Fernandes • Datuk Kamarudin bin Meranun • AirAsia Digital Sdn. Bhd. | 6 |
| | Provision of travel insurance by Tune Insurance Malaysia Berhad to AirAsia Berhad's customers for flights originating from Malaysia, resulting in underwriting commission received by AirAsia Berhad. | | 6,489 |
| 2 PT Indonesia AirAsia (Company No. 09.03.1.62.29927) | Provision of right to access PT Indonesia AirAsia's customer database for the purposes of overall insurance business of PT Indonesia AirAsia and the provision of management services by the Company to PT Indonesia AirAsia's travel insurance business. | Interested Major Shareholders • Tan Sri Anthony Francis Fernandes • Datuk Kamarudin bin Meranun • AirAsia Digital Sdn. Bhd. | 1 |
| 3 Tune Group.com Limited (Company No. 59919) or its assignee Tune Group Sdn. Bhd. [Registration No. 200701040836 (798868-P)] | Provision of the licence and right to the Company and its subsidiaries to use the 'Tune Insurance' trademark by Tune Group.com Limited or its assignee Tune Group. | Interested Major Shareholders • Tan Sri Anthony Francis Fernandes • Datuk Kamarudin bin Meranun • Tune Group Sdn. Bhd. | 7,441 |
| | Rental and utilities charges payable on a monthly basis for three office units across three floors at Wisma Tune. | | 1,538 |
| 4 SP&G Gallagher Insurance Brokers Sdn. Bhd. [Registration No. 197401002891 (20041-H)] | Provision of insurance broking and consultancy services by SP&G Gallagher Insurance Brokers Sdn. Bhd. to Tune Insurance Malaysia Berhad pursuant to the broking arrangement between SP&G Gallagher Insurance Brokers Sdn. Bhd. and Tune Insurance Malaysia Berhad. | Interested Major Shareholder • Datuk Kamarudin bin Meranun | 526 |
| | Provision of insurance broking and consultancy services by SP&G Gallagher Insurance Brokers Sdn. Bhd. to Tune Protect Re Ltd. pursuant to the PA and Sickness Travel Facultative Reinsurance arrangement between SP&G Gallagher Insurance Brokers Sdn. Bhd. and Tune Protect Re Ltd. | | 4 |

ADDITIONAL COMPLIANCE INFORMATION

| Transacting Parties | Nature of RRPTs | Class and Relationship of the Related Parties | Actual Value (RM'000) |
|--|---|---|-----------------------|
| 5 Thai AirAsia Co. Ltd. (Company No. 0105546113684) | Provision of right to access Thai AirAsia Co. Ltd.'s customer database for the purposes of overall insurance business of Thai AirAsia Co. Ltd. and the provision of management services by the Company to Thai AirAsia Co. Ltd.'s travel insurance business. | Interested Major Shareholders <ul style="list-style-type: none"> • Tan Sri Anthony Francis Fernandes • Datuk Kamarudin bin Meranun • AirAsia Digital Sdn. Bhd. | 7 |
| 6 BIGLIFE Sdn. Bhd. [Registration No. 201001040731 (924656-U)] | Purchase and redemption of loyalty points, i.e. BIG Points under the Big Rewards Programme operated and managed by BIGLIFE Sdn. Bhd. for Tune Insurance Malaysia Berhad's customers who are BIG members pursuant to the Issuance and Redemption Agreement entered into between Tune Insurance Malaysia Berhad and BIGLIFE Sdn. Bhd. | Interested Major Shareholders <ul style="list-style-type: none"> • Tan Sri Anthony Francis Fernandes • Datuk Kamarudin bin Meranun • AirAsia Digital Sdn. Bhd. | 16 |
| 7 AirAsia Com Travel Sdn. Bhd. (airasia Super App) [Registration No. 201301020508 (1050338-A)] | Provision of multiple insurance products by Tune Insurance Malaysia Berhad to AirAsia Com Travel Sdn. Bhd.'s customers for the Malaysian market, resulting in underwriting commission received by AirAsia Com Travel Sdn. Bhd. | Interested Major Shareholders <ul style="list-style-type: none"> • Tan Sri Anthony Francis Fernandes • Datuk Kamarudin bin Meranun • AirAsia Digital Sdn. Bhd. | 93 |
| 8 AirAsia SEA Sdn. Bhd. [Registration No. 201301015339 (1045172-A)] | Provision of service to refund insurance premium for AirAsia's customers who bought insurance together with flight tickets, pursuant to the Services Agreement entered into between Tune Protect Re Ltd. and AirAsia SEA Sdn. Bhd. | Interested Major Shareholders <ul style="list-style-type: none"> • Tan Sri Anthony Francis Fernandes • Datuk Kamarudin bin Meranun • AirAsia Digital Sdn. Bhd. | 0 |
| 9 Tune Talk Sdn. Bhd. [Registration No. 200601001210 (720957-V)] | Provision of insurance products by Tune Insurance Malaysia Berhad to Tune Talk Sdn. Bhd.'s subscriber base through affinity partnership, resulting in marketing fee received by Tune Talk Sdn. Bhd. | Interested Major Shareholders <ul style="list-style-type: none"> • Tan Sri Anthony Francis Fernandes • Datuk Kamarudin bin Meranun | 0 |
| 10 AirAsia X Berhad [Registration No. 200601014410 (734161-K)] | Provision of travel insurance by Tune Insurance Malaysia Berhad to AirAsia X Berhad's customers for flights originating from Malaysia, resulting in underwriting commission received by AirAsia X Berhad. | Interested Major Shareholders <ul style="list-style-type: none"> • Tan Sri Anthony Francis Fernandes • Datuk Kamarudin bin Meranun • AirAsia Digital Sdn. Bhd. | 0 |

INTERNAL POLICIES

Polices are established to administer standard day-to-day operations and to manage the expected risks of Tune Protect. The Group's policies are formulated to incorporate current regulatory requirements as well as industry best practices.

The established policies have been endorsed by the Risk Management Committee and approved by our Board for implementation across the Group, where relevant. Approved policies are cascaded to the relevant stakeholders in a timely manner.

Our policies are reviewed periodically to keep abreast with the perpetual development of the industry profile on regulatory requirements, risks and internal control measures for mitigation and on new products and services. Some of the key policies of the Group are listed below:

| No | Title | Description |
|----|---|---|
| 1 | Group Communication Policy | This policy establishes guidelines for communications by the Company. It covers the release of information about the Company to the public, media, customers, authorities, investors, financial community and other stakeholders. The policy also clarifies the obligations employees have regarding their personal use of Digital Media where this is related to their work for Tune Protect. |
| 2 | Group Investor Relations Policy | This policy sets out the manner which the Investor Relations programme will be executed, and the internal procedures related to its activities. The programme sets out to fairly and accurately represent the Company's operations, strategy and financial performance to enable its shareholders and the investment community to make informed investment decisions. |
| 3 | Group Sustainability Policy | The Group Sustainability Policy sets out some guidelines and our commitments to Economic, Environmental & Social (EES) aspects of the business, which are aligned with Bursa Malaysia's Sustainability Reporting Guide. |
| 4 | Group Credit Control Policy | This document provides a clear guidance on the guided principles of effective receivables management. |
| 5 | Group Dividend Policy | This document provides clear guidelines on proposing, determining, application, approval and payment of dividend to shareholders, to ensure consistency and transparency of the entire dividend declaration and payment process. |
| 6 | Group Limit of Authority | This document provides clear guidelines for the approval and authorisation of financial transactions during the ordinary course of business of the Company. |
| 7 | Group Investment Policy | This document sets out to provide a framework for the management of the Company's investment assets and also set the objectives, goals and guidelines to guide the investment of the Company's assets to ensure funds are available to meet the liabilities of the businesses as they become due and payable by establishing acceptable levels of return, risks and liquidity. |
| 8 | Group Corporate Governance Policy | This policy aims to ensure that the Company is managed in a sound and prudent manner and effectively in accordance with the direction of the Board. |
| 9 | Group Fit & Proper Policy | The policy aims to ensure that the members of the Board and Senior Management possess the necessary qualities, competencies and experience to perform their duties and responsibilities in the most effective manner. |
| 10 | Group Related Party Transactions Policy | The policy aims to provide the framework for evaluating potential conflicts of interest, independence factors and disclosure obligations arising out of transactions, arrangements and relationships between the Company and its related persons. |

INTERNAL POLICIES

| No | Title | Description |
|----|--|---|
| 11 | Code of Conduct | This document sets out to provide guidance to the Company on the three tenets of respect that are upheld by the Company and its employees. This document encompasses diversity and inclusion, anti-harassment, anti-bribery, anti-violence, health & safety and so on. |
| 12 | Group Anti-Bribery and Corruption Policy | This policy outlines the Company's commitment and framework against fraud, bribery and corruption. It also sets out to promote a culture of integrity within the company by providing clear guidelines to Employees and Business partners, forbidding them from getting involved in any fraudulent activity as well as actions that they need to take if they become aware such activity. |
| 13 | Group Whistleblowing Policy | This policy helps to encourage employees and third parties to report perceived unethical or illegal conduct of employees, management and other stakeholders across the Company in a confidential manner without any fear of harassment, intimidation or reprisal from anyone for raising concern(s) under this policy. It also helps promote and develop a culture of openness, accountability and integrity. |
| 14 | Internal Audit Charter Policy | This policy outlines the role of the Group Internal Audit's function in the governance and control aspects of the company. This includes the role, professionalism, authority, organisational independence, objectivity and responsibility of the audit function, and requirements related to annual audit plans, reporting, monitoring and quality assurance. |
| 15 | Group Business Continuity Management ("BCM") Policy | The purpose of this BCM Policy is to ensure that services that are critical to the Company's objectives continue despite the occurrence of a potentially disruptive event. It sets out to guide the Company to stabilise the effects of such events and return to normal operations with full recovery as soon as possible, and within acceptable timelines. |
| 16 | Group Risk Management Policy | The policy sets out to provide a systematic approach to the early identification and management of risks. It also provides consistent risk assessment criteria and makes available accurate and concise risk information that informs decision making which may include business direction. This policy also helps in the adoption of risk treatment strategies that are cost effective and efficient in reducing risk to an acceptable level. |
| 17 | Operations & Reinsurance Policy (Tune Protect Re Ltd.) | This document provides guidance on managing new or existing business partners, user acceptance testing, premium and claims reporting, billing & payments and customer experience. |
| 18 | Group Employee Handbook | This document is a compilation of the policies, procedures, working conditions, and behavioural expectations that will guide our employees' actions in our workplace. |
| 19 | Group Sexual Harassment Policy | The purpose of this policy is to provide a safe environment for all its employees free from discrimination on any ground and from harassment at work including sexual harassment. |
| 20 | Group Internal Control Policy | This document details the minimum standards of Internal controls expected to be in operation at group level. It is the responsibility of the management teams to ensure that these standards are in place. Sound internal control is best achieved by a process that is firmly embedded within a business's day-to-day operations and forms part of its culture. |
| 21 | Group Compliance Policy | This policy sets out the governance structure, key processes, responsibilities and obligations to identify and ensure compliance with applicable laws and regulations, internal policies and procedures; and promotes the safety and soundness of the Company as a financial institution by minimising financial, reputational and operational risks arising from legal and regulatory non-compliance. The policy also underlines the importance of the connection to corporate values, as well as establishing monitoring and reporting mechanisms for instances of non-compliance and tracking remedial actions. This policy also formalises the establishment of Compliance as an independent function and defines the fundamental principles, scope, roles, responsibilities, authority and ethical standards of the Compliance Department. |

INTERNAL POLICIES

| No | Title | Description |
|----|--|---|
| 22 | Group Personal Data, Customer Confidentiality and Information Asset Risk Management Policy | This policy aims to protect the Personal Data and Confidential Information that may be collected by our General Insurance business' operations and business activities; and to facilitate effective management of information assets and its associated risk across the organisation guided by the information handling rules in accordance to the information lifecycle. |
| 23 | Claims Policy | This policy sets out the minimum standards for claims handling practices. |
| 24 | Underwriting Policy | The documents provide guideline to the classes of Motor and Non-Motor insurance businesses that the Company underwrites. |
| 25 | Product Development Policy | This policy specifies the policies and procedures for the product development processes. It also outlines the roles and responsibilities of the Product Steering Committee (PSC) who oversees and sets the product strategy to ensure it aligns with overall business goals and strategic directions. |
| 26 | Pricing Policy for Motor and Fire Products | This policy sets out the policies and procedures for pricing and re-pricing exercises of the General Insurance businesses' Motor and Fire products. |
| 27 | Re-pricing Policy on Medical and Health Insurance Product | This policy sets out the general business rules and practice on rates review, including management responsibilities and other considerations when determining the appropriate premium rates for medical and health insurance products. |
| 28 | Group IT Security Policy | This policy establishes standard of practice that complies with internal, statutory and regulatory requirements in managing technology operation and cyber risks. |
| 29 | Technology Risk Management Policy | This policy sets out the guidance for carrying out each of the steps in the technology risk assessment process and the key areas of technology risk. This is to ensure an effective assessment and analysis for enterprise-wide risk are achieved. |
| 30 | Cyber Resilience Policy | This policy outlines the principles for Cyber Resilience and to manage potential cybersecurity incidents that includes several key components such as Identify, Protect, Detect, Respond and Recover which emphasises on identifying and describing the current security posture, developing improvement action plans for the gaps identified and ensuring business continuity. |
| 31 | Group Senior Management Remuneration Policy | This document sets out the remuneration principles and guidelines for Senior Management and other employees of Tune Protect Group Berhad and its subsidiaries. |
| 32 | Reinsurance Policy | This policy outlines the policy and procedures that enable the Company to manage and administer its reinsurance arrangement. |