

BOARD CHARTER

INTRODUCTION

The primary objective of the Company's Board Charter is to set out the roles and responsibilities of the Board of Directors ("**Board**").

The Board has overall responsibility for overseeing the conduct of the Company' business, corporate governance, investor relations, risk management practices and internal control.

In carrying out its functions, the Board shall discharge its duties and responsibilities vested in it, which include:-

- approve and proactively participate in strategic decisions;
- ensure the Board adheres to its fiduciary obligation;
- challenge management with questions based on informed knowledge;
- oversee management's plans, decisions, and actions;
- monitor management's ethical conduct, financial reporting and regulatory compliance;
- play a critical role in ensuring sound and prudent policies and practices of the Company;
- be capable of effectively achieving good governance and protecting the interests of shareholders;
- ensure there is a sound framework for internal control and risk management;
- set the risk appetite within which the Board expects Management to operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;
- establish a succession planning for Board and Senior Management, including the implementation of appropriate systems for recruiting, training and determining the appropriate compensation benefits; and
- promote good corporate governance culture within the Group which reinforces ethical, prudent and professional behavior.

In carrying out its duties, certain matters are specifically reserved for the Board's decision, including overall strategic direction, annual operating plan, capital expenditure plan, material acquisitions and disposals, material capital projects, monitoring the Group's operating and financial performance and reviewing key risks affecting the Company and its subsidiaries.

The Board will regularly review this charter and the terms of reference of Board Committees to ensure they remain consistent with the Board's objectives and responsibilities, and relevant laws, regulations, guidelines and standards of corporate governance.

BOARD STRUCTURE

- a. The Board should comprise of individuals with character, experience, integrity, competence and time to effectively discharge their role as company director. The composition and size of the Board is such that it facilitates the making of informed and critical decisions.
- b. The number of directors shall not be less than two (2) and not more than twelve (12). The appointment of directors shall be recommended by the Nomination Committee and approved by the Board.
- c. At any one time, at least two or one-third (1/3), whichever is higher, of the Board members are independent directors.

BOARD CHARTER

- d. In reviewing the Board composition, the Board with the assistance from the Nomination Committee, will take into consideration all aspects of diversity including age, gender, ethnicity, skills, experience, independence and background of the Board members.
- e. The positions of chairman of the Board and Chief Executive Officer should be held by different individuals, and the chairman must be a non-executive member of the Board.

In the event that the positions of chairman of the Board and CEO are held by the same person or in the absence of such position, the Company shall provide explanation and justification in the Annual Report of the Company.

B. Appointment and Re-election

The Board is responsible to determine the appropriate size of the Board and the appointment of new director is a matter for consideration and decision by the Board, upon the recommendation from the Nominating Committee ("NC"). The NC will consider the required mix of skills, experience, other qualities and diversity, including gender, where appropriate, which the Director should bring to the Board.

In accordance with the Company's Constitution, one-third (1/3) or the number nearest to one-third (1/3) shall retire from office at each Annual General Meeting provided always that all Directors shall retire from office once at least in each three (3) years. A retiring Director is eligible for re-appointment. It provides that any new or additional Director appointed by the Board during the year shall hold office until the next Annual General Meeting and shall then be eligible for re- election. The election of each Director is voted separately.

The tenure of an independent director shall not exceed a cumulative term of nine (9) years. However, if the Board wishes to retain an independent director beyond nine (9) years, the Company needs to comply with Practice 4.2 of the Malaysian Code on Corporate Governance 2017. If the Board continues to retain the independent director after the twelfth (12th) year, the Board must seek shareholders' approval annually through a two (2)-tier voting process.

BOARD CHARTER

ROLES AND RESPONSIBILITIES

Responsibilities of the Board

1. Understanding shareholders' expectations and contribute to the development of strategies in their best interest and enhance shareholders' value;
2. Conscious balance of other stakeholders' interest, where appropriate, in line with Government policies and increasing shareholders' value;
3. Monitoring and reviewing management processes aimed at ensuring the integrity of and other reporting with the guidance of the Audit Committee. The Board shall ensure that the financial statements are prepared in accordance with the Companies Act 2016 and applicable financial reporting standards so as to give a true and fair view of the state of affairs of the Company and the Group
4. Adopting performance measures to monitor implementation and performance of the strategy, policies, plans, legal and fiduciary obligations that affect the business;
5. To ensure high standards of ethics and corporate behaviour in the conduct of business;
6. Commitment in governing management and providing oversight of the Company, including the appointment of senior management, the implementation of appropriate policies and procedures that govern management conduct, ensure sustainability of the Company, the monitoring of performance and succession planning;
7. Commitment to understanding and implementation of appropriate measures to manage key risk factors of the Company; and
8. Reviewing the adequacy and the integrity of the Group's internal control systems and management information systems.

Responsibilities of Directors

Directors are accountable to their shareholders and should use their best efforts to ensure that the Company and Group are properly managed and constantly improved so as to protect and enhance shareholders value, and to meet the Company's obligations to all parties with which the Company interacts, i.e. its stakeholders. The responsibilities of a Director, either individually or collectively, include, amongst others, the following:

1. to act in the interests of the Company and an important area of their legal responsibilities derives from trust law - the fiduciary duty to act in the best interests of the Company, which includes the interests of the shareholders;
2. to exercise reasonable skill, care and diligence in the discharge of their functions;
3. to exercise the utmost good faith towards the Company in all their actions and to act honestly in the exercise of the powers and in the discharge of the duties of their office;
4. to be actively involved not only in Board meetings but general meetings of shareholders;
5. To acquire knowledge about the business of the Company and Group, the statutory and regulatory requirements affecting effective discharge of their duties, being aware of the physical, political and social environment in which it operates;
6. To assist the Chairman in providing the Company and Group with effective leadership; and
7. To be available to advise management between Board meetings when necessary.

BOARD CHARTER

Responsibilities of Chairman

The Chairman is elected by the Board members to provide leadership at Board level and represents the Board to the shareholders and other stakeholders. The Chairman is responsible for ensuring integrity and effectiveness of the Board and its committees.

The Chairman is required, amongst others, to:

1. Facilitate all Board meetings and ensure the appropriate level of interaction among Board members, subsidiary Board members and senior management;
2. Ensure a balance composition of skills, knowledge and experience within the Board and an effective working, reporting and communication mode is present;
3. Ensure that material matters in respect of the business or governance of the Company or the Group are tabled and ventilated effectively for Board decision making;
4. Monitor the performance of the individual and collective roles of the directors and the Board;
5. Maintain good contact and effective relationships with external, investing public, regulatory bodies and etc.; and
6. Chair all meetings with the shareholders i.e. Annual General Meeting and Extraordinary General Meeting.

Responsibilities of Group Chief Executive Officer

The Group Chief Executive Officer provides executive leadership and is accountable to the Board for the implementation of the strategies, objectives and decisions of the Board within the framework of delegated authorities, values and policies of the Company. The Group Chief Executive Officer is appointed by the Board on recommendation of the Remuneration and Nominating Committees.

The Group Chief Executive Officer is accountable to the Board, amongst other things, on the following:

1. The Group Chief Executive Officer has a direct reporting line to the Board and not to the shareholders of the Company. The Group Chief Executive Officer is the link between the Board and management of the Group;
2. Develop and recommend to the Board the long-term strategy and vision of the Group and its quantified expression by way of key performance indicators;
3. Develop and recommend to the Board the annual business plans, budgets, actions plans and risk management policies that support the Group's long term strategy that reflect current business environment and trends;
4. Ensure management of day-to-day business affairs, continuous improvement and development, maintenance, implementation, formulation and achievement of corporate policies and strategies sanctioned by the Board;
5. Ensure that the Company has an effective management team and structure, management development program and succession plans;
6. Ensure that effective internal controls and governance measures are deployed within the Group; and
7. Serve as chief spokesperson of the Company and Group.

BOARD CHARTER

Responsibilities of the Management

The responsibilities of the Management, in general, are:

1. Developing and proposing for the Board's approval, strategic plan and annual budget for the Company and Group to ensure achievement of the objectives set by the Board;
2. Communicating to the staff and implementing the strategic plan approved by the Board and any decision of the Board to ensure that the objectives of the Company and Group that were approved by the Board are met;
3. Running and managing the operations of the Company and Group in a proper manner and in accordance with the Board approved strategic plan within the authority limit set by the Board;
4. Setting up of an appropriate and effective internal control measures and risk management framework. Identifying, assessing, managing and monitoring key risks;
5. Assisting the Board in the establishment of Company or Group's policies by developing such policies for the Board's review and approval for Company and Group's adoption and implementing the approved policies;
6. Developing effective management information and internal control systems of the Company and the Group to ensure that integrity and adequacy of the systems are intact;
7. Reporting to the Board periodically on the performance of the Group against the approved plan and budget as well as other matters that is under the Board's purview in order to enable the Board to discharge its responsibilities effectively; and
8. Reporting to the Board on matters that required their decision/approval or of significance to the Company and Group.

Responsibilities of Board Committees

The Board has set up different Board committees with different functions to assist the Board in discharging its fiduciary duty. These committees do not make decision on behalf of the Board and the Company. It is each committee's duty to review the matter under its purview and make the necessary recommendation to the Board for its consideration and decision making.

Audit and Risk Management Committee

The functions of Audit and Risk Management Committee are:

1. To review the following and report the same to the Board of Directors :
 - a) with the external auditors:
 - i) the external audit plan;
 - ii) the evaluation of the system of internal controls;
 - iii) any significant audit findings, reservations, difficulties encountered or material weaknesses reported by the external auditors;
 - iv) external auditors' management letter and management's response thereto; and
 - v) the external audit report.
 - b) assistance given by the Company's officers to the external auditors;
 - c) assess the adequacy of the scope, functions, competency and resources of the internal audit and that the internal auditors has the necessary authority to carry out their works;
 - d) the internal audit programme, processes, the results of the internal audit programme, processes or investigation undertaken and whether or not appropriate action is taken on the recommendations of the internal audit function;
 - e) the quarterly financial report and year end financial statements, prior to the approval by the Board of Directors, focusing particularly on:
 - changes in or implementation of major accounting policy changes;
 - significant and unusual events;

BOARD CHARTER

- significant adjustments arising from the audit;
 - the going concern assumption; and
 - compliance with accounting standards and other legal requirements;
- f) any related party transactions and conflict of interest situation that may arise within the Group including any transaction, procedure or course of conduct that raises questions of management integrity;
- g) letter of resignation from the external auditors, if any;
- h) whether there is any reason (supported by grounds) to believe that the external auditors is not suitable for reappointment.
- i) in relation to the risk management:-
- i) provide an objective view on the effectiveness of the risk management framework, review and monitor risk reporting;
 - ii) act as an advisor, educator and change catalyst in risk and control areas in the organisation;
 - iii) provide an independent view on specific risk and control issues, trends and events;
 - iv) evaluate how the management is reviewing the principal business risks and assess the appropriateness of the mechanisms in place to identify, prevent and minimise these business risks;
 - v) ensure an appropriate system is established to identify and report on areas of potential business risk timely for remedial actions to be taken;
 - vi) recommend to the Board its findings and propose course of actions to be taken to ensure controls are put in place to address these risks. Senior management of the Group is responsible for the actions to be taken;
 - vii) seek regular assurance from management to ensure alignment of risk management strategies and culture with the Group's business objectives;
 - viii) seek regular assurance from management to ensure that appropriate risk reporting structure is established to facilitate reporting of risks to management and the Board; and
 - ix) seek regular assurance from management to ensure that a comprehensive risk management approach is in place to identify risks, communicate risk inter-relationships and manage risk profiles across the organisation.
2. To recommend the nomination of external auditors and their audit fees.
3. To carry out any other function that may be mutually agreed upon by the Audit and Risk Management Committee and the Board of Directors which would be beneficial to the Company and ensure the effectiveness discharge of the Audit and Risk Management Committee's duties and responsibilities.
4. The Audit and Risk Management Committee's actions shall be reported to the Board of Directors with such recommendations as the Audit and Risk Management Committee deemed appropriate.
5. To report to the Bursa Malaysia Securities Berhad ("Bursa Securities") on any matter reported by it to the Board of Directors of the Company which has not been satisfactorily resolved resulting in a breach of the Main Market Listing Requirements of Bursa Securities.

Nominating Committee

The functions of Nominating Committee are:

1. recommend to the Board of Directors the nomination of a person or persons to be a Board member(s) by shareholder(s) or Director(s);
2. recommend to the Board, Directors to fill the seats on Board committees;
3. assess the effectiveness of the Board as a whole, the committees of the Board and the contribution of each existing individual Director and thereafter, recommend its findings to the Board; and

BOARD CHARTER

4. review the required mix of skills and experience and other qualities, including core competencies which non-executive Directors should bring to the Board and thereafter, recommend its findings to the Board.

Remuneration Committee

The Committee shall recommend to the Board, the remuneration packages of executive Directors of the Company in all its forms, drawing from outside advice as necessary.

The remuneration packages of non-executive Directors should be determined by the Board of Directors as a whole subject to the shareholders' approval.

BOARD PROCESSES

Processes and procedures for convening Board meeting

Scheduling of Board meetings

The Board meets at least four (4) times every year based upon a schedule set on yearly basis.

Apart from the pre-scheduled Board meetings, the Board may for the purpose of urgent matters, convenes ad-hoc Board meetings at any time during the year.

Agenda item for Board meetings

The agenda of the meeting is decided upon focusing on matters that requires Board decision, approval, directions and on items that are truly the Board's responsibility.

Key matters reserved for the Board's approval include the annual business plan and budget, dividend policy, business continuity plan, new issue of securities, business restructuring, expenditure above a certain pre-determined limit, new business venture, expansion plan, funding plan, acquisition or disposal of companies within the Group and any other strategic matters requiring Board's decision.

The Secretary shall discuss with the Group Chief Financial Officer on the agenda item. The final agenda for the meeting would be given to the Executive Director / Group Chief Executive Officer for his approval and clearance.

Any Director may request for inclusion of any matter in the agenda for a particular Board meeting. The request must be sent seven (7) days before the meeting for the Executive Director / Group Chief Executive Officer's approval.

BOARD CHARTER

Board meeting materials distributed in advance

The Group Chief Financial Officer will inform/remind the relevant head of department to submit their report/materials on presentation to the Secretary at least seven (7) days before the meeting.

All meeting materials/report/papers as well as the notice and agenda will be compiled in a meeting file and to be distributed to all the Directors within an appropriate timeline for perusal. In case where the subject matter/agenda item is price sensitive or otherwise confidential or in a state of flux, the presentation is directly made at the meeting.

Convening a Board Meeting

The quorum necessary for the transaction of business of the Directors shall be fixed by the Directors from time to time and unless so fixed, the quorum shall comprise two (2) Directors.

Questions arising at any Board meeting shall be decided by a majority of votes, each Director having one vote and in case of an equality of votes, the Chairman shall have a second or casting vote except when only two Directors are present and form a quorum or only two are competent to vote on the question at issue, the Chairman shall not have a casting vote.

Board and Directors Professional Development

The Board is required to be kept up-to-date with current business, industry, regulatory and legislative developments and trends that will affect the Company and Group's business operations.

The Board and its Director's professional development are:

1. Newly appointed Board members are mandated to attend the Mandatory Accreditation Programme as required under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad within four (4) months from the date of appointment;
2. New members will also be briefed on the operations of the Group to increase their understanding of the business and the environment and markets in which the Group operates;
3. Formal training and continuous education programs and workshops for the Directors encompassing topics on directorship, business, industry, regulatory and legislative; and
4. Informal sessions and discussion forums for the Directors to share experiences and have constructive deliberations.

CODE OF CONDUCT AND ETHICS

The Board commits itself and its Directors to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly,

1. Directors must represent unconflicted loyalty to the interests of the Company and Group. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staff. It also supersedes the personal interest of any Board member acting as a consumer of the Group's services;
2. Directors may not attempt to exercise individual authority over the Company and Group except as explicitly set forth in the Constitution and any group policy and procedure manual in existence. This curtails interaction with the Executive Director / Chief Executive Officer, management, public, press and other entities;
3. Directors will respect the confidentiality appropriate to issues of a sensitive nature;
4. Directors must avoid conflict of interest with respect to their fiduciary responsibility;
5. Directors should have a clear understanding of the aims and purpose, capabilities and capacity of the Company;

BOARD CHARTER

6. Directors should devote time and effort to attend meetings and to know what is required of the Board and each of its Directors, and to discharge those functions;
7. Directors should ensure at all times that the Company is properly managed and effectively controlled;
8. Directors should stay abreast of the affairs of the Company and be kept informed of the Company's compliance with the relevant legislation and contractual requirements;
9. Directors should insist on being informed on all matters of importance to the Company in order to be effective in corporate management;
10. Directors should limit his directorship of companies to a number in which he can best devote his time and effectiveness; each director is his own judge of his abilities and how best to manage his time effectively in the Company in which he holds directorship. Directors shall notify the Board Chairman before accepting new directorship and such notification shall include indication of time to be spent on the new appointment;
11. Directors should have access to the advice and services of the Secretary, who is responsible to the Board to ensure proper procedures, rules and regulations are complied with;
12. Directors should have access to consultancy of independent adviser and to seek independent professional advice at the expense of the Company. The Director who intends to seek such consultation or advice shall notify the Secretary of such request. The Secretary shall forward the request to the Board Chairman for approval. Upon obtaining the Board Chairman's approval, the director shall engage the services of the adviser. All advices and opinions from the advisers shall be reported to the Board of Directors.
13. Directors should at all times exercise his powers for the purposes they were conferred, for the benefit and prosperity of the Company;
14. Directors should disclose immediately all contractual interests whether directly or indirectly with the Company;
15. Directors should neither divert to his own advantage any business opportunity that the Company is pursuing, nor may he use confidential information obtained by reason of his office for his own advantage or that of others;
16. Directors should at all times act with utmost good faith towards the Company in any transaction and to act honestly and responsibly in the exercise of his powers in discharging his duties;
17. Directors should be willing to exercise independent judgment and, if necessary, openly oppose if the vital interest of the Company is at stake;
18. On relationship with Shareholders, Employees, Suppliers and Customers,
 - a. Directors should be conscious of the interest of the shareholders, employees, suppliers and customers of the Company;
 - b. Directors should at all times promote professionalism and improve the competency of management and employees; and
 - c. Directors should ensure adequate safety measures and provide proper protection to workers and employees at the workplace.
19. On Social Responsibilities and the Environment,
 - a. Directors should adopt an objective and positive attitude and give the utmost cooperation for the common good of all parties when dealing with government authorities or regulatory bodies;
 - b. Directors should ensure the effective use of natural resources, and improve quality of life by promoting corporate social responsibilities;
 - c. Directors should be more proactive to the needs of the community and to assist in society-related programmes in line with the aspirations of the concept of 'Caring Society' in Vision 2020;
 - d. Directors should ensure that the activities and the operations of the Company do not harm the interest and well-being of society at large; and
 - e. Directors should ensure that necessary steps are taken in accordance with the law to properly wind-up or strike off the company register if a company has not commenced business or has ceased to carry on business and is not likely to commence business in the future or resume business, as the case may be.

BOARD CHARTER

BOARD DIVERSITY POLICY

The Board acknowledges the importance of boardroom diversity and the recommendation of the Malaysian Code on Corporate Governance pertaining to the establishment of a gender diversity policy.

The Company adopts a policy of non-discrimination on the basis of race, age, religion and gender. Thus, the Board encourages a dynamic and diverse composition by nurturing suitable and potential candidates equipped with competency, skills, experience, character, time commitment, integrity and other qualities in meeting the future needs of the Company.

Refer to Appendix A for Board Diversity Policy.

STRATEGIES AND POLICIES

The Board oversees the Company's Strategies and Policies as a whole. This includes the Succession Planning Policy (Appendix B) and other significant policies recommended under MCGG.

The Succession Planning Policy ensures the continuity of Management and leadership in the Company.

DISCLOSURE AND CONFLICT OF INTEREST

The Constitution of the Company stipulates that every Director shall comply with the provisions of section 221 and 219 of the Companies Act 2016 in connection with the disclosure of the following:

1. interest in shares, debentures, participatory interests, rights, options; and
2. interest in any contract or proposed contract with the Company.

The guidelines for the Board and its Directors on conflict of interest are, among others, the following:

1. Directors must act in good faith at all times, where believing to be in the best interest of the Company. The definition of "interest" shall bear the meaning provided in Section 8 of the Malaysian Companies Act 2016;
2. Directors have a general duty to make disclosure by giving written notice within a stipulated period of the Company of such events and matters relating to themselves as may be necessary or expedient to enable the Company or its officers to comply with the Companies Act (or similar legislation) and other relevant legislative requirements; and
3. No director may vote in respect of any other contract or proposed contract or arrangement in which he is interested, directly or indirectly, nor any contract or proposed contract or arrangement with any other company in which he is interested, directly or indirectly, either as an officer of that other company or as a holder of shares or other securities in that other company.

REVIEW OF BOARD CHARTER

The Board Charter will be reviewed periodically and updated in accordance with the needs of the Company and any new regulation that may have an impact on the discharge of the Board's responsibilities.

The Board Charter is made available for reference in the Company's website at www.tmlife.com

Revised: 18 December 2018