



**PRUDENTIAL ASSURANCE MALAYSIA BERHAD**  
(Company No: 198301012262 (107655-U))

**BOARD OF DIRECTORS**  
**TERMS OF REFERENCE**

**Date: 19 June 2025**

**Version: 8.0**

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BOARD OF DIRECTORS - Terms of Reference**
**Version Control**

Version	Date	Status	Author	Comments
1.0	-	-	Tina Chin – Finance	-
2.0	27 November 2013	Approved by the Board	Tan Wen Li - Company Secretarial Department	Revision made pursuant to new recommendations/requirements provided by: i) Financial Services Act 2013 ii) Malaysian Code of Corporate Governance 2012 iii) Bank Negara Malaysia Guidelines
3.0	21 November 2016	Approved by the Board	Tan Wen Li - Company Secretary	Revisions made pursuant to the Bank Negara Malaysia Policy Document on Corporate Governance.
4.0	11 April 2018	Approved by the Board [to be effective upon the 'Launch Date' for Marble]  <i>Note: Project Marble ceased prior to its 'Launch Date'. This version is no longer applicable.</i>	ZICO & Tan Wen Li – Company Secretary	Revisions made pursuant to the Main Market Listing Requirements and Malaysian Code on Corporate Governance 2017
5.0	28 November 2019	Approved by the Board	Company Secretariat	Revisions made to:  i) Update the Board's roles and responsibilities pursuant to the BNM Policy Document on Outsourcing and BNM Policy Document on Risk Management in Technology.  ii) Enhance governance processes.
6.0	21 April 2020	Approved by the Board	Company Secretariat	Revision made to reflect additional responsibilities prescribed by the BNM Policy Document on Fair Treatment of Financial Consumers.
7.0	21 June 2023	Approved by the Board	Company Secretariat & Management of Climate-Related Risk Task Force	Revisions made to incorporate additional responsibilities as prescribed by the BNM Policy Document on Climate Risk Management and Scenario Analysis and other minor changes.

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8.0	19 June 2025	Approved by the Board	Company Secretariat	General review and enhanced alignment with the Bank Negara Malaysia Policy Document on Corporate Governance.
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**1. Roles of the Board of Directors**

- 1.1 The Board of Directors (the Board) and the Chief Executive Officer (CEO) are collectively responsible for the proper stewardship of Prudential Assurance Malaysia Berhad (PAMB or Company) by ensuring the achievement of its corporate objectives, promoting sustainable growth and financial soundness and for ensuring reasonable standards of fair dealing without undue influence from any party whilst inculcating sound corporate governance. This includes a consideration of the long term implications of the Board's decisions on PAMB and its customers, officers and the general public.
- 1.2 The role of the Board is to collectively be responsible for the long-term success of the Company and the delivery of sustainable value to its stakeholders. The Board is also to promote and protect the interests of PAMB. The Board provides advice in fine-tuning corporate strategies and ensures the effective execution of these strategies.
- 1.3 The Board is responsible for approving PAMB's strategic plans and key policies, whilst providing effective oversight of the Management's performance, risk assessment and controls over business operations.
- 1.4 The Board will apply high ethical standards in their decision-making taking into account the interests of all stakeholders and ensure that high standards of good corporate governance are applied.
- 1.5 These Terms of Reference will be reviewed at least once in 2 years.

**2. Composition**

- 2.1 The Board shall consist of a minimum of 5 Directors including the Chairman.
- 2.2 The Board must have a majority of Independent Directors at all times. The Board shall have a fair composition of Executive Directors and Non-Executive Directors (including Independent Non-Executives Directors) such that no individual or small group of individuals can dominate the Board's decision making.
- 2.3 The Board must not have more than one Executive Director unless Bank Negara Malaysia (BNM) approves otherwise in writing.
- 2.4 The Board must consist of qualified individuals with diverse age, cultural, ethnicity, gender, experiences, backgrounds and perspectives. The Board must be of such composition and size that they facilitate the making of informed and critical decisions.

**3. Independent Directors**

- 3.1 The Independent Directors must provide independent judgement, experience and objectivity without being subordinated to operational considerations.
- 3.2 Upon completion of the 9 years, an Independent Director may continue to serve on the Board subject to the Director's re-designation as a Non-Independent Director and BNM's approval.

3.3 Any appointment of any Director shall be subject to compliance with any relevant laws, including Section 54 of the Financial Services Act 2013 and any guidelines issued by the BNM from time to time.

#### **4. Processes for Board Meetings**

4.1 Board meetings for each financial year are scheduled in advance before the end of each preceding financial year. This enables the Directors to include the year's Board meetings into their respective schedules and plan accordingly. Additional Board meetings are also held when required, to deliberate on urgent corporate proposals or matters that require the immediate attention and expeditious direction of the Board.

4.2 The Board also has ready and unrestricted access to the advice and services of a suitably qualified and competent Company Secretary, whereby:

4.2.1 The Company Secretary is responsible for supporting the effective functioning of the Board. In discharging this role, the Company Secretary provides counsel to the Board on governance matters and facilitates effective information flows between the Board, the Board Committees and senior management.

4.2.2 The Company Secretary shall keep confidential the affairs of the financial institution and its officers at all times. Accordingly, where the Company Secretary also serves as Company Secretary for the Company, he/she shall not disclose the affairs of the Company or its officers to the affiliates except with the knowledge and consent of the Company.

4.2.3 The Company Secretary must not have competing time commitments that may impair his/her ability to discharge his/her duties effectively. Unless the BNM approves otherwise in writing, the Company secretary of the Company must devote the whole of his/her professional time to the affairs of the Company and its affiliates. This does not preclude the Company Secretary from carrying out other responsibilities for the Company or its affiliates that are also financial institutions, where these responsibilities do not conflict with his/her responsibilities to the Board.

4.3 The Board shall meet at least 6 times in a year.

4.4 Board members, with the concurrence of the Chairman, may call for additional meetings to examine and consider matters related when deemed necessary.

4.5 Directors must attend at least 75% of the board meetings held in each year.

4.6 Meetings may be held via tele-conferencing and/or video conferencing that are legally constituted.

4.7 Minutes of the meetings must be documented. The Board must ensure that clear and accurate minutes of the Board meetings are maintained to record the decisions of the Board, including the key deliberations, rationale for each decision made, and any significant concerns or dissenting views. The minutes must indicate whether any Director abstained from voting or excused himself from deliberating on a particular matter.

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- 4.8 The Board may meet together for dispatch of business, adjourn, and otherwise regulate their meetings as they think fit. At least half of all Board members must be present at the Board meeting to form a quorum.
- 4.9 All Board members shall use their best endeavours to attend all Board meetings in person. If this is not possible despite best endeavours, a Board member may attend the Board meeting by using communication technology. Participation in a meeting by communication technology shall constitute presence in person. Confidentiality is paramount in respect of all Board meetings and all documents made available to Board members.
- 4.10 Board members, with the concurrence of the Chairman, may invite any person to be in attendance to assist it in its deliberations. The Board should ensure that the members meet exclusively when necessary.
- 4.11 The Directors are at liberty to seek independent professional advice on matters relating to the fulfillment of their roles and responsibilities. The cost of procuring these professional services will be borne by PAMB.
- 4.12 The Board is also allowed to carry out non-critical resolutions by way of circulation. Approval obtained via circular resolution whether in writing, signed or assented to by all the members of the Board shall be as effective as a resolution duly passed at a physical meeting of the Board.

**5. Conflict of Interest**

- 5.1 Upon their appointment, Directors are responsible for acting honestly for the benefit of PAMB and shall avoid self-serving practices. Conflicts of interest must be disclosed immediately and when necessary, avoided.
- 5.2 Section 58 of the Financial Services Act 2013 requires a Director to disclose to the Board the nature and extent of his/her interest in a material transaction or material arrangement, and, if such material transaction or material arrangement is being deliberated during a Board meeting, to be absent from the meeting during such deliberations.

For the purpose of Section 58(4) of the Financial Services Act 2013:

- (i) An existing or proposed transaction or arrangement will be considered material if it is one which a Director is required to declare under Section 131 of the Companies Act, 1965, unless the Director or any person linked to him/her cannot reasonably be expected to derive a benefit or suffer a detriment from the transaction or arrangement in a way that will place the Director in a position of conflict; and
- (ii) An interested Director must make the disclosure by way of written notice to all members of the Board and the Company Secretary:
- (a) As soon as practicable after being aware of his/her interest in the material transaction or arrangement; and
- (b) If the material transaction or arrangement is being deliberated at a Board meeting, before the commencement of that deliberation.

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- 5.3 An Independent Director must immediately disclose to the Board and the Company Secretary any change in his circumstances that may affect his status as an Independent Director. In such a case, the Board must review his designation as an Independent Director and notify BNM in writing of its decision to affirm or change his designation.
- 5.4 To ensure that group interests are appropriately balanced against the fiduciary and statutory duties that Directors owe towards each legal entity they serve, Directors who are Board members of PAMB and its affiliates must remain in the minority of the Board of PAMB if–
- (a) one entity is a licensed insurer and the other is a licensed takaful operator;
  - (b) the affiliate is a holding company or subsidiary of the financial institution that is itself a financial institution; or
  - (d) there are strong operational dependencies between PAMB and the affiliate. Operational dependencies are heightened where the relevant institutions operate under centralised or shared services arrangements, particularly in respect of control functions.

**6. Board Function and Responsibilities**

- 6.1 The Board responsibilities should be read together with Section 56 of the Financial Services Act 2013 (Functions and Duties of the Board of Directors).
- 6.2 The Board reserves for its consideration significant matters such as the following:
- (i) Financial results
  - (ii) Dividends
  - (iii) Business Plans
  - (iv) Long-term Strategic Plans
  - (v) Annual Budget
  - (vi) Overall Risk Strategy, Risk Policies and the Risk Appetite/Tolerance
  - (vii) Appointment of Senior Management Team
  - (viii) Business Continuity Management
  - (ix) IT and Cybersecurity Strategic Framework and Plans
  - (x) Outsourcing Framework and Plans
  - (xi) Fair Treatment of Financial Consumers
  - (xii) Other initiatives which would, singularly or cumulatively, have a material impact on PAMB's risk profile, financial soundness, reputation or key operational controls.
- 6.3 The principal responsibilities of the Board include the following:-
- (i) Safeguard the credibility and reputation of PAMB by ensuring the management team and all employees conduct business with highest levels of integrity.
  - (ii) Adhere to the Code of Ethics for Company Directors issued by the Companies Commission of Malaysia (Appendix I).
  - (iii) Promote, together with senior management, a sound corporate culture within PAMB which reinforces ethical, prudent and professional behavior.
  - (iv) Oversee the selection, performance and remuneration and succession plans for the CEO, control function heads and of other members of the Senior Management Team such that the Board is satisfied with the collective competence of senior management to effectively lead the operations of PAMB.

- (v) Supervise the affairs of PAMB to ensure sound management by:
  - (a) Ensuring at all times, the assets are properly managed to meet its liabilities and in compliance with the relevant legal and regulatory requirements.
  - (b) Being well informed of the affairs of PAMB by monitoring and supervising the affairs of PAMB.
  - (c) Retaining minutes of Board meetings and record of actions by Directors in connection with their oversight responsibilities.
- (vi) Review and approve key policies, objectives and a clear framework that covers critical areas, including but not limited to solvency management, underwriting, claims management, reinsurance, investment, loans, risk management, financial planning and budgeting, and human resource management.
- (vii) Review and approve the adequacy of IT and cybersecurity strategic plans covering a period of no less than 3 years.
- (viii) Review and approve the effective implementation of a sound and robust Technology Risk Framework Management and Cyber Resilient Framework at least once every 3 years.
- (ix) Review and approve cloud strategy and cloud operational management.
- (x) Review and approve the outsourcing risk management framework and outsourcing plan.
- (xi) Review and approve the Fair Treatment of Financial Consumers Framework.
- (xii) Adhere to the relevant disclosure requirements prescribed by the Companies Act 2016, Financial Services Act 2013, BNM Guidelines and any other applicable laws.
- (xiii) Promote timely and effective communication between PAMB and BNM on matters affecting or that may affect the safety and soundness of PAMB.
- (xiv) Undertakes various functions and responsibilities as specified in the guidelines and directives issued by the regulatory authorities from time to time.
- (xv) Observe all laws, rules and regulations as part of their statutory duties and be familiar with relevant laws, related regulations, interpretative rulings and notices and exercise care to see that these are not violated.

This includes laws pertaining to certain restrictions, prohibitions and liabilities of Directors. Directors may be penalised for any non-compliance with legal requirements (in particular, the requirement to maintain the minimum required margin of solvency at all times and ensure that its assets are in safe custody) and be removed from office if found to have acted against the interests of policyholders and/or PAMB.

## **7. Strategy and Risk Management**

7.1 In addition to the above, the principal responsibilities of the Board on strategy and risk management matters include the following:-

- (i) Identify principal risks and oversee the implementation of PAMB's governance framework, internal control framework and mitigation measures as well as periodically review whether these remain appropriate in light of material changes to the size, nature and complexity of PAMB's operations.
- (ii) Ensure that organisational complexity does not hamper effective enterprise-wide risk management of the institution's activities and that the senior management have the requisite skills, experience and competencies in risk management.

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- (iii) Be responsible for the governance over PAMB's Business Continuity Management policy and framework, Technology Risk Framework Management, Cyber Resilient Framework, Outsourcing Risk Management Framework and the Fair Treatment of Financial Consumers Framework.
- (iv) Be regularly informed of the financial condition, business performance and management policies of PAMB. Directors should ensure they have adequate information to provide effective strategic direction and to apply immediate remedial measures should the need arise.
- (v) Ensure that PAMB has a beneficial influence over the national economy since insurers provide risk and insurance management services for members of the public. The Board must also ensure that PAMB provides insurance services and facilities which are conducive for a well-balanced economic growth and are consistent with national objectives.
- (vi) Promote sustainability and a just & orderly transition through appropriate environmental, social and governance (ESG) considerations in business strategies.
- (vii) Approve strategic initiatives and plan, and relevant targets to be adopted to manage climate-related risks.
- (viii) Approve the policy on climate-related disclosures that promote credible as well as high quality disclosures and mitigate the risks of greenwashing.
- (ix) Review and approve public disclosures of ESG related matters including climate related-risks based on the recommendations by the Financial Stability Board's Task Force on Climate-related Financial Disclosures.

**8. Board Committees**

8.1 The Board has established the following Board Committees whose compositions and terms of reference are in accordance with the BNM Policy Document on Corporate Governance and the Companies Act 2016:

- (i) Board Audit Committee (BAC)
- (ii) Board Risk Management Committee (BRMC)
- (iii) Board Nominating Committee (BNC)
- (iv) Board Remuneration Committee (BRC)

8.2 The functions and terms of reference of the Board Committees, as well as authority delegated by the Board to these Committees, are reviewed from time to time to ensure that they remain relevant and are up-to-date. As part of the integrated risk management initiatives, the Board is informed of the decisions and salient issues deliberated by the Board Committees by the Chairmen of the Board Committees and also through minutes of these Board Committees

8.3 The Board remains fully accountable for any authority delegated to the Board Committees.

8.4 The key responsibilities of the Board Committees are as follows:

- (i) BAC

The BAC is responsible for reviewing PAMB's financial statements and for the effectiveness of PAMB's internal controls and risk management systems. The BAC also monitors the effectiveness and objectivity of the internal and external auditors.

(ii) BRMC

The BRMC is responsible for the overall risk oversight of the effectiveness of PAMB's Risk Framework. The Risk Management Committee shall provide leadership, direction and oversight with regard to PAMB's overall risk appetite and tolerance and risk management framework which includes risk and business continuity management policies, processes and controls. The BRMC will also oversee senior officers in managing key risks areas and ensure that an appropriate risk management process is in place and functioning effectively.

(iii) BNC

The BNC is responsible for establishing a formal and transparent procedure for the appointment of Directors, CEO, Control Function Heads, Senior Management Team (SMT) and Company Secretary. The BNC also assesses the effectiveness of individual Directors, the Board as a whole (inclusive of its committees), CEO, Control Function Heads, SMT and the Company Secretary on an on-going basis.

(iv) BRC

The BRC is responsible for establishing a formal and transparent procedure for developing the remuneration policy for the Directors, CEO, Control Function Heads and Senior Management Team and to ensure that their compensation is competitive and consistent with the insurer's culture, objectives and strategy.

## **9. Role of Chairman**

9.1 The Chairman, in leading the Board, is responsible for the effective overall functioning of the Board. In fulfilling this role, the Chairman must:

- (i) Ensure that appropriate procedures are in place to govern the Board's operation.
- (ii) Ensure that decisions are taken on a sound and well-informed basis, including by ensuring that all strategic and critical issues are considered by the Board.
- (iii) Ensure that Directors receive the relevant information on a timely basis.
- (iv) Encourage healthy discussion and ensure that dissenting views can be freely expressed and discussed.
- (v) Lead efforts to address the Board's developmental needs.
- (vi) Lead the Board in establishing and monitoring good corporate governance practices in PAMB.

9.2 The Chairman of the Board must not chair any Board Committees.

## **10. Role of Independent Directors and Non-Executive Directors**

10.1 The primary responsibility of Independent Directors is to protect the interest of minority shareholders, other stakeholders and the general public. Therefore, Independent Directors shall provide effective oversight and ensure a strong independent element on the Board for it to function effectively and exercise objective judgments. The effective participation of Independent Directors serves to promote greater accountability and balance in the board's decision-making process.

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- 10.2 The responsibilities of an Independent Director include the following:-
- (i) Enhance the independence and objectivity of the Board's deliberations from the executive arm of PAMB
  - (ii) Mitigate any possible conflict of interests between the policy-making process and the day-to-day management of PAMB.
  - (iii) Constructively challenge and contribute to the development of business strategies and direction of PAMB.
  - (iv) Ensure the Board uses adequate systems and controls to safeguard the interests of PAMB.
  - (v) Ensure effective 'check and balance' in the proceedings of the Board.
  - (vi) Monitor and provide an objective view on the performance of Executive Directors and management in meeting the agreed goals and objectives.
- 10.3 All Non-Executive Directors are expected to devote sufficient time to update their knowledge and enhance their skills through appropriate continuing education programmes, so as to keep abreast of industry and technology matters, corporate governance development and other matters relevant to their roles and responsibilities and which will enable them to sustain their active participation on Board deliberations.

**11. Appointments**

- 11.1 The appointment of a new Director should be in accordance to the PAMB Appointment Policy and Succession Planning Policy established by the Company which are in line with the BNM Policy Document on Corporate Governance and Companies Act 2016 and any other applicable laws.