

Sustainability Statement



At Tune Protect, creating shared value is embedded at the core of how we operate, shaping both our brand and our business.


In line with our commitment to making insurance simple, accessible and affordable, we continuously seek to develop innovative solutions that meet the evolving needs of our customers. In doing so, we recognise that the long-term success of our business is built on serving the needs of others first.

This same ethos underpins our approach to sustainability. Through our actions, we seek to create meaningful value not only for our customers, but also for our employees, the communities we serve and the environment in which we operate.

ABOUT THIS REPORT

This Sustainability Statement covers the period from 1 January 2025 to 31 December 2025 and reflects the Group's operations in Malaysia. Associate and joint-venture entities outside Malaysia are excluded from the reporting boundary as the Group does not have full operational control over these entities.

During the year, the Group conducted a materiality reassessment with input from key stakeholders to identify sustainability matters that are most relevant and reasonably likely to impact the Group's performance, position and future prospects.

 Further details on the materiality assessment process and outcomes are set out on pages 23-25 of this report.

As a Group 2 listed issuer, Tune Protect remains in the transition phase for adoption of the International Sustainability Standards Board ("ISSB") Standards

as mandated by the NSRF, and will continue to enhance its materiality determination processes and sustainability disclosures in line with the prescribed transition period.

For the reporting period, the Group did not record any material regulatory breaches, fines or significant sustainability-related incidents. The Group continues to monitor compliance matters through established governance and internal processes.

OUR APPROACH TO SUSTAINABILITY

Our sustainability efforts are guided by the Tune Protect Group Sustainability Framework, which is structured around four pillars: Our Governance, Our Business, Our Environment, and Our People and Community.

 For full details on the reporting frameworks and guidelines, please refer to References and Guidelines on page 3.

Sustainability Pillars

Aligning with the United Nations Sustainable Development Goals

Primary Alignment



Secondary Alignment



Sustainability Statement

Our Governance



-  Corporate Governance, Integrity and Risk Management
-  Data Governance, Privacy and Cybersecurity

- ✔ Improved FTSE4Good Bursa Malaysia ESG score from 3.8 to 4.3, achieving a 4-Star rating
- ✔ Improved ranking from 38th to 35th out of 847 PLCs in Malaysia for NACGSA 2025
- ✔ Recorded zero confirmed corruption incidents and zero cybersecurity breaches

Our Business





-  Customer Centricity
-  Digital and Technology Innovations
-  Responsible Business Practices

- ✔ Won the CXP Best Customer Experience Award for the fourth consecutive year
- ✔ Introduced the Instant Payout solution, enabling 70% of eligible OTG and Flight Delay claims to be processed and paid automatically without human intervention
- ✔ Processed 8.3 million automated transactions, saving 611,344 hours through automation

Our Environment



-  Climate Change
-  Resource Management

- ✔ Maintained Zero Coal in our underwriting portfolio since August 2023
- ✔ Achieved an 84% year-on-year reduction in paper consumption
- ✔ Reduced purchased electricity consumption by 19.3% through the adoption of energy efficiency measures across our operations

Our People & Community



-  Diversity, Inclusion and Equal Opportunities
-  Corporate Good and Community Investments
-  Employee Wellness and Development

- ✔ Women represented 59.6% of our workforce
- ✔ Delivered 2,525 Corporate Good hours through 410 volunteers, benefiting 6,274 people
- ✔ Won Company of the Year (Insurance) – Outstanding Community Care at the Sustainability & CSR Malaysia Awards 2025

Sustainability Statement

Sustainability Governance



At the top of this structure sits the Board of Directors ("Board"), which has final authority and ultimate responsibility for our sustainability agenda. The Board is directly supported by the Risk Management Committee ("RMC"), which guides risk management activities across the Group, and the Sustainability Committee ("SuCom"), which is tasked with overseeing sustainability initiatives, reviewing progress, and escalating material issues for Board consideration.

Meanwhile the Sustainability function acts as SuCom's Secretariat, serving as a central coordinating link between SuCom, the Sustainability Working Group ("SWG") and the business units to drive execution, gather inputs, and strengthen the accuracy of sustainability reporting.

The SWG, in turn, supports the Sustainability function through cross-functional collaboration with representatives across various business and functional units.

Board of Directors

As the Group's highest governing body, the Board oversees our sustainability agenda and holds overall accountability for its direction and performance.

The Board's responsibilities include:

- Overseeing sustainability strategy, priorities and targets
- Reviewing and approving key sustainability-related disclosures
- Ensuring that stakeholders are kept well-informed of the Group's sustainability direction, priorities and key performance indicators

Risk Management Committee

The RMC leads risk management within the Group, supporting the Board in meeting regulatory standards as set out by Bank Negara Malaysia ("BNM"), the Malaysian Code on Corporate Governance ("MCCG"), and the Main Market Listing Requirements ("MMLR"), while overseeing actions taken to manage risks across key areas, including credit, market, liquidity, legal, technology, compliance, sustainability and climate risks.

The RMC's responsibilities include:

- Overseeing the management of principal and climate-related risks within the Group's enterprise risk management framework, including greenwashing risks
- Ensuring that the Group's risk management processes are in place and operating effectively to support sustainability and climate-related risk management
- Reviewing and recommending material climate-related risk matters and disclosures to the Board

Sustainability Statement

Sustainability Committee

At the management level, SuCom leads the strategic execution and governance of sustainability matters in support of the Board. SuCom comprises selected senior management members and is chaired by a management-appointed leader serving a term of up to five years.

SuCom's responsibilities include:

Formulating and recommending to the Board for approval the Group's strategic direction on sustainability matters

Managing ESG risks and opportunities and promoting the adoption of best practices across the business

Supporting the effective management of sustainability issues through a comprehensive materiality assessment conducted every two years

Providing bi-monthly updates on climate-related developments to the RMC, which are subsequently reported to the Board

Convening every two months, with quarterly reports submitted to the Board on the status and performance of sustainability-related initiatives

Implementing and supporting action plans related to climate risks and climate resilience as delegated by the RMC

Sustainability Function

The Sustainability Function is responsible for managing sustainability at the day-to-day level, including monitoring deliverables and reporting, while also functioning as a project management office to coordinate implementation across the organisation.

The Sustainability Function is responsible for:

Managing overall sustainability performance, driving initiatives and monitoring targets

Acting as a central point of contact for business units on sustainability matters

Keeping SuCom informed of sustainability progress and presenting relevant proposals for consideration

Monitoring ESG developments and regulatory requirements, and seeking guidance from SuCom where necessary

Sustainability Working Group

The SWG is a cross-functional platform comprising representatives from various business and functional units, supporting the implementation of the Group's sustainability agenda.

In 2025, we extended the working group to enhance coordination on climate-related matters across the Group.

The SWG is responsible for:

Facilitating the Sustainability function in the implementation of sustainability-related initiatives

Supporting the accuracy and transparency of sustainability disclosures



Our Governance

Aligning with the UN SDGs



Mapping to Our Capitals



Sustainability Material Matters

- Corporate Governance, Integrity & Risk Management
- Data Governance, Privacy & Cybersecurity



Corporate Governance, Integrity & Risk Management

Key Performances



100%
of operations assessed for corruption-related risks



100%
Completion of the Annual Conflict-of-Interest Declaration and Integrity Pledge



Zero
violations related to corruption

Strong governance is the foundation of our resilience as an organisation and the basis of stakeholder trust. In an increasingly complex regulatory and risk environment, upholding robust governance practices minimises our exposure to potential reputational, financial and legal impacts arising from unethical conduct, while promoting a culture of responsible decision-making reinforces accountability and supports our standing as a leading organisation within our industry and Malaysia as a whole.

Through comprehensive and well-thought-out policies, strong oversight mechanisms and continuous engagement across the organisation, we work to ensure that integrity remains embedded in every aspect of our business. At the same time, we provide effective and trusted mechanisms for employees and stakeholders to raise concerns or report suspected misconduct, ensuring that potential issues are prevented, identifiable and addressed transparently and responsibly.

Our Governance

Building a Robust Policy Framework

Our approach to corporate governance and ethical conduct is grounded in strong policy commitments aligned with national laws, regulatory expectations and recognised governance best practices.

Central to this framework are our four codes and core policies which establish clear standards of conduct and guide ethical behaviour across the organisation and throughout our value chain:

- Code of Conduct Manual ("CoC")
- Code of Business Conduct for Third Parties Manual ("CoBC")
- Group Anti-Bribery and Corruption Policy ("ABC Policy") with the No Gift Policy incorporated
- Group Whistleblowing Policy ("WB Policy")

Together, these documents define the expectations placed on our Board of Directors, employees, business partners and third parties, ensuring that integrity remains embedded across all operations and business relationships.

The guidelines and practices outlined within these documents align fully with the Malaysian Code on Corporate Governance 2021, in addition to various regulatory frameworks governing our operations, including the Financial Services Act 2013, Companies Act 2016, applicable Bank Negara Malaysia policy documents, the Malaysian Anti-Corruption Commission (MACC) Act 2009 and Bursa Malaysia's Main Market Listing Requirements.

Effective governance is also supported by dedicated expertise, with our Group Integrity Unit, led by a Malaysian Anti-Corruption Academy (MACA) Certified Integrity Officer, responsible for strengthening our governance practices and promoting a culture of integrity throughout the organisation.

Maintaining Zero Tolerance Against Bribery & Corruption

We maintain a strict ZERO-TOLERANCE stance against all forms of bribery, corruption, fraud, money laundering and abuse of power as set out in our ABC Policy, which is aligned with Section 17A of the Malaysian Anti-Corruption Commission Act 2009, the United Nations Convention Against Corruption (UNCAC) and other applicable laws and regulatory requirements.

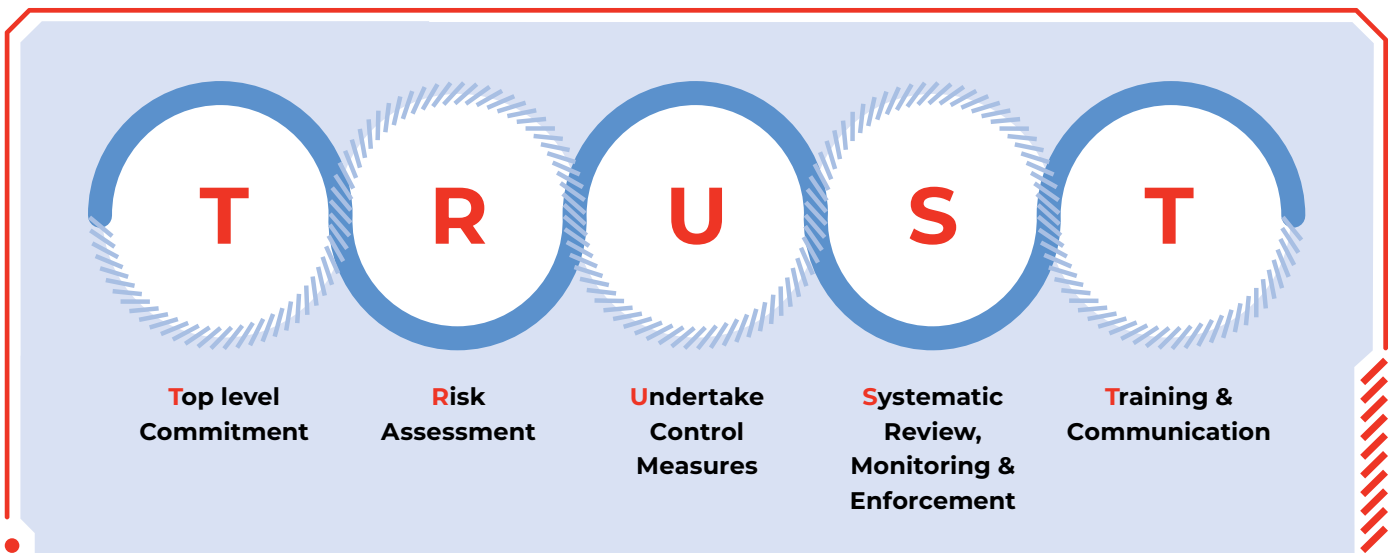
In 2025, our ABC Policy framework, together with the robust Anti-Bribery and Corruption System (ABCS) was enhanced with clear expectations and controls governing gifts, hospitality, donations, and political contributions, as well as mechanisms for the prevention, detection and management of corruption-related risks across our operations. Key measures include:

- **No Gift Policy and Limited Exceptions:** Striking a good balance between total compliance with existing laws and accepted cultural practices, the Group maintains a strict No Gift Policy, with very few limited exceptions developed in close consultation with MACC. Gifts under these exceptions are permitted PROVIDED ALWAYS that there is absolutely ZERO intention for any such gifts / prizes to be "bribes in disguise". The few exceptions that apply are Celebratory Gifts for births, weddings and official launches, Customary Gifts of respect for collaborative or exploratory business meetings, Festive Gifts for cultural and religious celebrations, and Sympathy Gifts for hospitalisation and death. A RM400 gift threshold applies to these exceptions above. Simple Token Gifts are also permitted for surveys, testing, questionnaires, etc., and Lucky Draw Gifts won openly and transparently are also permitted.
- **Strict Control Measures:** All permitted gifts and prizes under the very limited exceptions to the No Gift Policy are subject to strict Control Measures in the form of the mandatory Gift Application Form and Gift/Prize Received Declaration Form that must be completed by every applicant / recipient, and approved by every relevant Line Manager and Function Head, all as the 1st Line of Defence Against Bribery and Corruption.

Our Governance

The ABC Policy is supported by our CoC, which is available in English and Thai and serves as the cornerstone of our ethical framework, reinforcing ABC initiatives.

In addition, we adhere to the T.R.U.S.T. Principles set out in the "Guidelines on Adequate Procedures" pursuant to Section 17A of the Malaysian Anti-Corruption Commission Act. These principles commit us to upholding best practices across every stage of anti-corruption governance, from top-level commitment to continuous training and communication at the workforce level.



To reinforce the effective execution of our standards, Internal Audit carried out a total of 29 audits in 2025 to drive alignment with the ABC Policy and the ABCS, including annual audits that specifically assessed compliance within each of our Malaysian entities. These audits covered a range of departments and units, including Integrity, Corporate Secretary, Compliance, Risk Management, IT, Finance and People & Culture. **The audit results identified zero significant risks and recorded zero reports of corruption during the year.**

To drive adherence to our practices, all employees are required to complete an annual Conflict of Interest Declaration and Integrity Pledge (COII), while Directors are required to complete the Directors' Conflict of Interest Declaration and Integrity Pledge (DCOII). The content of both documents align with the T.R.U.S.T. Principles and the MACC (Amendment) Act 2018. Declarations and pledges are jointly scrutinised, assessed and investigated.

Our commitment to integrity also extends to collaborations with foreign partners. Our Integrity unit provides ongoing support to our Malaysian entities who collaborate with overseas partners, with all collaborative partners required to acknowledge that Tune Protect has ZERO-TOLERANCE Against Bribery and Corruption and key integrity policies, including the ABC Policy, the WB Policy and the COBC. Where relevant, reference is also made to the UNCAC and the applicable anti-corruption laws within the respective jurisdictions. Through this approach, we reinforce our ZERO-TOLERANCE stance and promote consistent ethical standards across all partnerships.



The audit results identified zero significant risks and recorded zero reports of corruption during the year.

BRIBERY & CORRUPTION RISK ASSESSMENT IN 2025

In 2025, a Bribery and Corruption Risk Assessment (BCRA) was presented to the Executive Committee in August and fully completed in October. Through this process, potential bribery and corruption risks across our operations were systematically identified and evaluated to ensure that appropriate mitigation measures are in place.

Following the assessment, identified risks were incorporated into departmental risk registers beginning in the third quarter of 2025, ensuring that bribery and corruption risks are continuously monitored at the operational level through structured risk management processes.

Through proactive policy enhancement, structured risk assessment and sustained awareness initiatives, we continue to strengthen our integrity framework and reinforce ethical conduct across the Group.



Providing Effective Whistleblowing & Grievance Mechanisms

We are committed to maintaining effective and trusted channels through which employees and stakeholders can report suspected misconduct or raise concerns in a safe and confidential manner.

To facilitate this, we maintain an official whistleblowing channel via the Tune Protect Whistleblowing email address (whistleblowing@tuneprotect.com), which is publicly disclosed on our corporate website and referenced within our four core codes and policies. This channel provides a highly confidential and secure platform for employees and external stakeholders to confidently report bribery, corruption, conflict of interest, money laundering, abuse of power and misconduct. By maintaining a single central reporting channel, we are able to more effectively preserve confidentiality, strengthen governance oversight and reduce the risk of information leakage.

All reports received were escalated to the Chair of the RMC, a member of the Board. Upon receipt of a report, relevant senior officers are notified of its lodgement. Follow-up actions, including investigation, are undertaken with the appropriate oversight and authorisation of the RMC Chair and are progressed on a timely basis.

Once authorisation is granted, investigations are carried out by the Whistleblowing Investigation Team (WBIT), comprising the Chief Risk and Compliance Officer and the Integrity Lead, who is a Certified Integrity Officer (CeIO). The WBIT reports directly to the RMC Chair, reinforcing independence and minimising potential conflicts of interest. Where a conflict arises, the RMC Chair may appoint a suitable temporary replacement to the WBIT to ensure impartiality. Investigations are generally concluded within approximately one month, depending on the complexity of the case and the availability of relevant parties.

In cases where a complaint involves a member of the Board, the RMC or the Executive Committee, a special Whistleblowing Committee (WBC) may be convened. The WBC comprises three members from both the Board and the Executive Committee respectively and is led by a CeIO, ensuring that such cases are reviewed through an independent and impartial process.

In addition to our official whistleblowing channel, employees may also raise workplace-related concerns through our formal grievance mechanism outlined in the Code of Conduct. This mechanism follows a structured and transparent process and is publicly accessible on our corporate website.

Ultimately, all reported grievances and incidents are reviewed in accordance with the WB Policy, and no employee will face retaliation or adverse action for raising concerns in good faith.

Our Governance

Building a Culture of Integrity

In addition to establishing strong governance frameworks and policies, we invest in a range of training, engagement and awareness initiatives, focusing on inculcating ethical conduct and respect, and ensuring a workplace free from harassment, discrimination, and inappropriate behaviour.

These initiatives, which ultimately aim to embed integrity as an essential component of our culture, centre on the socialisation of our four integrity documents and our Three Pillars of Respect — Respect in Our Workplace, Respect for Our Business Partners and Respect for Our Shareholders — which provide a practical guide for expected behaviours and standards of conduct across the organisation.

Our Three Pillars of Respect

RESPECT IN OUR WORKPLACE

Championed by People & Culture

group.people@tuneprotect.com

- Diversity & Inclusion
- Anti-Discrimination
- Anti-Harassment
- Anti-Violence
- Safety & Health
- List of Misconduct

RESPECT FOR OUR BUSINESS PARTNERS

Championed by Compliance and Integrity

group.integrity@tuneprotect.com

- Conflict of Interest
- Anti-Bribery and Corruption
- Anti-Money Laundering
- Business Gifts and Entertainment
- Commitment to Fair Treatment of Financial Consumers

RESPECT FOR OUR SHAREHOLDERS

Championed by Compliance and Integrity

group.integrity@tuneprotect.com

- Maintaining Accurate Business Records
- Fraud
- Confidential Information
- Insider Trading
- Anti-Hedging
- Human Rights & Ethical Behaviour
- External Communications
- Intellectual Property
- Email, Internet and Information Systems

To reinforce this culture of integrity, key initiatives include:

- **Employee Training:** All new hires attended the Compulsory Integrity Training for New Hires covering key integrity, compliance and operational risk areas. In 2025, 147 new employees completed this programme.



- **Integrity Awareness:** Ongoing awareness is reinforced through regular briefings, internal communications, reminders on the No Gift Policy and visual materials, including the introduction of a new screen saver in 2025. We also extend our commitment to training and awareness to third parties, with the aim of ensuring that our partners uphold the same integrity standards across their business activities in relation to the Group. Third parties are made aware of our standards through our corporate website and during the execution of purchase order agreements.
- **Top-Level Commitment:** All new directors attended the Compulsory Integrity Training for New Directors, demonstrating "tone from the top" leadership and commitment by good example.

Our Governance

In addition to these ongoing initiatives, we maintain a calendar of dedicated campaigns and engagement events designed to elevate understanding and strengthen integrity as a key priority across the organisation. These include our Annual Integrity Month 2025 campaign (AIM 2025) and Governance Day 2025, both of which are elaborated on below.

ANNUAL INTEGRITY MONTH 2025 (AIM 2025)



AIM 2025 was held in November 2025 as a Group-wide online training initiative, serving both as an introductory integrity training programme for new hires and a refresher for existing employees.

In total, 504 employees as of 30 November participated in the training programmes provided, achieving a 100% completion rate. The modules covered a range of integrity-related topics, including

anti-bribery and corruption, conflict of interest management, workplace respect and expectations for ethical conduct.

To maximise impact and convert learning into action, our annual Conflict of Interest Declaration and Integrity Pledge (COII) and Directors' Conflict of Interest Declaration and Integrity Pledge (DCOII) were conducted in conjunction with AIM 2025.

GOVERNANCE DAY 2025

Governance Day 2025 was held in December in conjunction with International Anti-Corruption Day with the theme "Taming Corruption Risk Together".

The event brought together employees from our headquarters and branches across Malaysia through a series of educational and engagement activities designed to strengthen their understanding of governance principles and reinforce the Group's standards and commitments.

Key highlights included an ABC talk delivered by MACC which emphasised the importance of Board leadership on ethical matters to set a strong "tone-from-the-top". The programme also featured presentations from the Integrity, Risk Management, Technology Risk, Business Continuity Management,

Compliance and Internal Audit teams. In addition, interactive quizzes, engagement activities and learning sessions were conducted to reinforce governance awareness in a more engaging and accessible manner.

Governance Day also served as a platform to introduce updates to our Group Anti-Bribery and Corruption Policy, including revisions to the No Gift Policy developed in consultation with MACC, helping to strengthen the impact of these updates and support their effective socialisation across the organisation.

Our Governance

Upholding a Democratic Board Appointment Process

We view transparency as an essential component of good governance. In line with this, shareholders are given the opportunity to vote on Director appointments during our general meetings, providing them with a say and influence over the individuals who oversee our strategies and actions as an organisation.

This process enhances the accountability of the Board to our shareholders and helps align our actions with the interests of our stakeholders as a whole.

Employee Training

Percentage of employees who received training on anti-corruption



Bribery and Corruption Risk Assessment

Percentage of operations assessed for corruption-related risks



Corruption Incidents

Confirmed incidents of corruption and actions taken



AWARDS & RECOGNITION

Our continued efforts to strengthen governance and sustainability practices were recognised in 2025 through several industry benchmarks.



Malaysia's Company of the Year Award for Ethical Leadership & Social Impact

Tune Protect is honoured to be recognised as Malaysia's Company of the Year for Ethical Leadership & Social Impact at the Top Asia Corporate Ball 2025, held on 27 November 2025.

This prestigious recognition reflects the collective dedication and integrity of our people, the strong values that guide our organisation, and our unwavering commitment to conducting business responsibly. It also underscores the positive and meaningful impact we strive to create for our customers, communities, and stakeholders, as we continue to build a purpose-driven organisation grounded in trust, accountability, and long-term sustainability. This award solidifies our reputation as a socially conscious leader, creating significant value by enhancing our brand's credibility,



National Corporate Governance and Sustainability Awards (NACGSA) Award

Rose from 38th to 35th out of 847 public listed companies at the NACGSA organised by the Minority Shareholders Watch Group, earning the Overall Excellence Award: Top 50 in recognition of our corporate governance and sustainability practices



Bursa Malaysia FTSE4Good Index

Improved our FTSE4Good Bursa Malaysia (F4GBM) Index rating from 3.8 to 4.3, due in part to more comprehensive climate-related disclosures and the establishment of our net zero targets



IR Impact Awards SEA 2025

Shortlisted for best annual report and best sustainability reporting



CSRHUB ESG Ratings

Improved our ESG rating to 99%, with LSEG Data & Analytics achieving a score of 64% out of 100%



attracting value-aligned partners, and ensuring that our growth contributes to a more equitable and resilient future for all our stakeholders. focus on conservation, community upliftment and creating lasting impact.

LOOKING AHEAD

Moving forward, we will continue to strengthen our culture of integrity through ongoing initiatives such as compulsory integrity training for new directors and new hires, our AIM campaign, Governance Day, as well as in collaboration with the Malaysian Anti-Corruption Commission.

Through these initiatives, we will reinforce the message that every employee plays an important role as our first line of defence against bribery and corruption, helping to build a stronger organisational culture that supports our continued resilience within an evolving risk landscape.

Our Governance



Data Governance, Privacy & Cybersecurity

Key Performances



Zero

breaches of customer privacy or losses of customer data



Conducted a cyber drill exercise with **17** key participants from across the organisation

As an insurer, we are entrusted with a significant amount of personal data belonging to our customers and stakeholders. This exposes us to considerable cybersecurity and data privacy risks, heightened by an increasingly complex threat environment where new methods of accessing sensitive data continue to emerge, including identity theft, phishing, ransomware and other forms of cyber attacks.

To manage these risks, we adopt a structured approach to data governance, built on robust policies, alignment with regulatory frameworks and the implementation of strong internal controls, supported by ongoing training and development across our workforce.

Adopting Best Practices

We align our data governance and cybersecurity practices with recognised industry standards through the implementation of internal policies and adherence to relevant regulatory requirements.

At the core of this approach is our Group Privacy and Data Risk Management Policy, which defines how personal data is managed and protected across the organisation. The policy aligns with Bank Negara Malaysia’s Policy Document on Management of Customer Information and Permitted Disclosures (MCIPD), which sets out clear expectations for financial institutions in safeguarding customer information.

In addition, we comply with BNM’s Risk Management in Technology (RMiT) policy and are aligning with the revised November 2025 guidelines to strengthen technology and cyber risk management and enhance service resilience. Our practices also adhere to the requirements of the Personal Data Protection Act 2010 (PDPA).

In line with RMiT requirements, our Information Security Officer is responsible for safeguarding information assets and systems, enforcing data governance standards and ensuring that appropriate cybersecurity measures are implemented across the organisation.

To remain aligned with regulatory developments, we maintain active engagement with BNM and the Personal Data Protection Department (JPDP). In doing so, we remain abreast of updates to the MCIPD policy document, with the latest iteration released in October 2025 currently under review.

Data Privacy Practice Procedure

Our Group Privacy and Data Risk Management Policy is supported by the Data Privacy Practice Procedure, which translates policy-level guidance into operational processes governing how personal data is handled across the organisation.

The procedure focuses on ensuring that access control measures are closely aligned with the policy and that the processing of personal data is carried out in line with individuals’ rights and choices. It also provides guidance on handling data access requests in a timely and responsive manner.

In addition, the procedure outlines key processes required to ensure compliance with regulatory requirements and internal control measures related to personal data protection. These include the renewal of data user registrations, the management of personal data requests from third parties, ongoing training and awareness programmes, and site visits conducted by the JPDP.

Through this structured procedure, we ensure that our commitments to protecting personal data are consistently translated into operational practice across the organisation.



Our Governance

Continuously Enhancing Our Cybersecurity Stance

The evolving cyber threat landscape requires continuous vigilance and the adoption of enhanced technologies and practices to strengthen our posture. During 2025, we deployed a Network Detection and Response solution to strengthen real-time monitoring of network activity and improve our ability to detect potential threats. In addition, we continued to implement the Data Privacy Practice Procedure across the organisation, providing our employees with practical guidance to uphold data privacy requirements within their respective departments and functions.

These enhancements took place alongside focused training and development programmes, including our ongoing PDPA and IT security awareness training conducted on a half-yearly basis, as well as a Group-wide Cybersecurity and Data Protection Awareness Training programme delivered in June 2025. The programme covered key topics including phishing, ransomware threats, safe data handling practices and PDPA compliance.

To test employee vigilance, a phishing simulation campaign was conducted in December 2025. Employees who interacted with simulated phishing attempts were required to complete remedial training to strengthen their ability to recognise and respond to suspicious communications.

In the same month, a cyber drill exercise was conducted to test the Group's response processes in the event of a cybersecurity incident. The exercise involved 17 key participants from across the organisation, including members of the Cyber Crisis Management Team, Governance, IT, Customer Excellence, Legal and Corporate Communications.

Alongside these initiatives, we continue to monitor our digital environment through our Data Loss Prevention (DLP) solution, which monitors for unauthorised file transfers, and conduct bi-monthly DLP Incident Reviews to assess incidents that occur, evaluate potential policy breaches and implement corrective actions.



LOOKING AHEAD

In 2026, we will further strengthen our cybersecurity posture by migrating to a new Security Operations Centre (SOC) equipped with integrated AI-driven monitoring capabilities. The new facility will unlock improved visibility across our network infrastructure and, with the use of AI, enable faster response to emerging threats, supporting continued resilience within an increasingly complex cyber risk landscape.

Our Environment

Aligning with the UN SDGs



Mapping to Our Capitals



Sustainability Material Matters

- Climate Change**
- Resource Management**



Climate Change

Key Performances



Completed
Climate Risk Stress Testing for Malaysia Insurance Entity



Enhanced
the risk register and incorporated an additional climate scenario



Baseline setting
for Scope 1 and 2 for the Group

Our Environment

Climate change presents both risks and opportunities for the insurance sector, requiring a structured and forward-looking approach to risk management, strategy and disclosure. As climate-related challenges intensify, insurers play a critical role in supporting resilience through risk transfer, capital allocation and responsible underwriting.

We recognise that climate resilience is essential for long-term business sustainability. Our Zero Coal by 2030 initiative reflects our commitment to addressing climate related risks while identifying opportunities for sustainable growth. By enhancing our capabilities and maintaining alignment with evolving regulatory expectations, we strive to build a business that remains adaptable and future-ready.

We place an emphasis on climate related disclosures to support informed decision-making for our business, investors and stakeholders. As part of our ongoing efforts to integrate climate considerations into our business strategy, we are progressively transitioning towards the adoption of IFRS S2 – Climate related Disclosures, in line with the National Sustainability Reporting Framework (“NSRF”) and Bursa Malaysia’s Sustainability Reporting Framework, which will become mandatory by 2028.

Our approach builds upon our existing TCFD aligned foundations and adopts the four structured pillars of IFRS S2 — Governance, Strategy, Risk Management, and Metrics and Targets — to guide our disclosures, progress updates, and management of climate related risks and opportunities. This transition is supported by guidance from the Joint Committee on Climate Change (“JC3”), including the NSRF survey and implementation guide¹. These disclosures enhance transparency and comparability while strengthening our alignment with leading climate risk management practices.

Our climate risk management framework is underpinned by a range of Group-level policies, including but not limited to our Group Sustainability Policy, Group Investment Policy, and Underwriting Policy, ensuring a structured and integrated approach. The Group Sustainability Policy sets out our commitment to addressing climate change, including efforts to reduce emissions from our own operations, and supports our net-zero ambition for Scope 1 and Scope 2 emissions in Malaysia.

These policies are implemented alongside continued alignment with BNM’s Climate Risk Management and Scenario Analysis (“CRMSA”) and Climate Risk Stress Testing (“CRST”) requirements, strengthening our ability to manage and mitigate climate-related risks.

¹ JC3 - TCFD Application Guide is the Application Guide published by the Joint Committee on Climate Change (JC3), which outlines key recommendations for adopting TCFD Recommendations by the Malaysian financial industry. JC3 is a platform for regulator-industry cooperation to build climate resilience within the Malaysia financial sector, which is also co-chaired by Bank Negara Malaysia (BNM) and Securities Commission Malaysia (SC)



Our Environment

GOVERNANCE

We continue to strengthen our governance framework to ensure clear accountability and effective oversight of climate related risks and opportunities. Climate considerations remain embedded across our organisational structure, enabling both the Board and Management to respond proactively to evolving regulatory expectations and emerging risk trends.



Board's oversight of climate-related risks and opportunities

The Board, led by our Chairman, holds ultimate responsibility for overseeing sustainability matters, including climate-related risks and opportunities, and for ensuring that these considerations are appropriately integrated into the Group's strategic direction and decision-making processes.

Supporting the Board, the Risk Management Committee ("RMC"), chaired by Mr. Jayakumar A/L Somasundram, reviews and provides recommendations on sustainability-related matters, including climate-related risks and opportunities. The RMC performs this role through regular reviews of quarterly dashboards and management updates, ensuring alignment with the Group's internal risk management frameworks, regulatory requirements and relevant sustainability guidelines

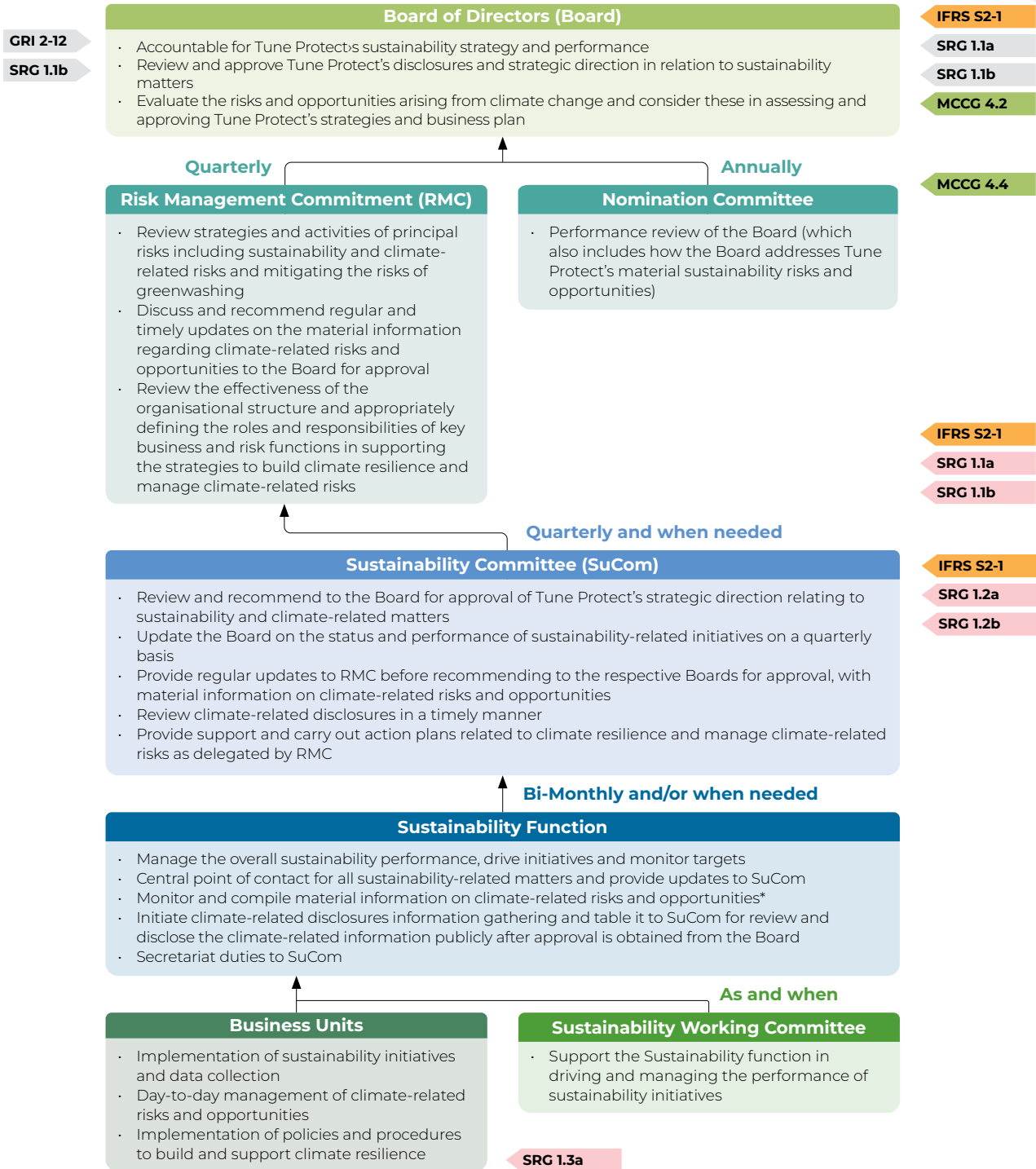
Management's role in assessing and managing climate-related risks and opportunities

The Sustainability Committee ("SuCom") oversees the implementation of sustainability initiatives and ensures operational alignment with the Group's climate strategy. SuCom meets at least twice a year and on an as-needed basis, depending on emerging sustainability- and climate-related matters.

To strengthen management oversight, a Senior Management Officer, who is also a SuCom member, has been appointed to oversee climate-related matters. This officer is supported by the Sustainability Team, the Sustainability Working Committee, and a dedicated cross-functional project team established in 2024 to drive the implementation of CRMSA and CRST requirements, creating a robust management structure that enables effective coordination and accountability across the organisation.

Our Environment

Integrated Climate Governance and Accountability



Notes:

* Responsibilities in managing climate-related risks are allocated across the three lines of defence:

- 1st line of defence – Business units identify and manage risks (including climate-related risks) associated with their day-to-day operations.
- 2nd line of defence – Risk management function undertakes climate-related risk assessments and monitoring. Compliance function ensures adherence to applicable laws, regulations & internal policies.
- 3rd line of defence – Internal audit provides independent review and objective assurance.

** IFRS S2 - IFRS S2 Climate-related Disclosures; GRI – Global Reporting Initiatives Standards; SRG – Bursa Malaysia's Sustainability Reporting Guide (3rd Edition)

Our Environment

In line with CRMSA principles, the Board and Management have reviewed climate-related agenda items on a quarterly basis to ensure structured and proactive governance.



Quarterly

Board-Level

- Reviewed the progress of the CRMSA implementation plan and the addition of climate-related scenario analysis
- Approved climate-related risk appetite statements and risk management parameters
- Reviewed and discussed the Group's iterative implementation approach to achieve full compliance with the "Stretch" recommendations based on TCFD, as disclosed under CRMSA
- Acknowledged the stress-testing results for CRST towards full compliance ahead of the prescribed timeline
- Approved the updated Sustainability Policy, with enhancements to governance responsibilities and policy statements to more clearly reflect commitments and targets towards sustainability
- Reviewed the sustainability updates on a quarterly basis



Bi-monthly and/or when needed

Management-Level

- Approved the results of the CRST
- Reviewed the updated Sustainability Policy
- Reviewed climate change risk metrics and associated threshold limits
- Approved the undertaking of additional climate scenario analysis for qualitative assessment
- Approved the identified material matters and the outcomes of the assessment
- Approved the annual Corporate Governance Plan
- Reviewed three-year Sustainability Strategic Plan

We remain committed to enhancing our capacity to manage climate risks and implementing strategies reinforcing climate resilience. This includes focusing on capacity-building initiatives and providing targeted training programmes for the Board, senior management and key employees.

Remuneration and Compensation

We incorporate sustainability targets, including environmental performance indicators into our executives' performance assessments to reinforce accountability and drive meaningful sustainability outcomes. These KPIs cascade from the Board to the Group CEO, senior management, and the employees, with the Board also required to attend annual sustainability- or climate-related training.

Building on the existing 5% weighting, a total 10% of KPIs are now linked to sustainability and governance-related areas, including climate performance. In addition, our Corporate Good ("CoG") initiatives drive employee engagement in environmental initiatives, guided by a three-year target of completing 6,000 CoG hours by 2027.



For more information, please refer to the Remuneration report on pages 143-146.

Training and Development

The Board and senior management actively participate in various training programmes and conferences to stay informed about the evolving sustainability and climate change landscape while connecting our employees to both formal and informal learning opportunities that enhance their knowledge and practical capabilities in this critical area.



Our Environment

Training for Board and Senior Management

Throughout the year, the Board and management undertook various sustainability-focused programmes and climate-related assessments, including:

Governance of Sustainability and Climate Risk participated by all Board members and senior management to improve their preparedness for IFRS integration and fortify their oversight of climate-related matters

Our Chairman successfully earned a Badge for **Sustainable Finance Foundations: Banking, Investment and Insurance** from the University of Cambridge Institute For Sustainable Leadership.

Board Capability Enhancement in Climate Risk, attended by Mr. Jayakumar A/L Somasundram, a Director and the Chairman of the RMC, who bolstered the Board's expertise by successfully passing the necessary assessments to earn a Certificate in Climate Risk from the Chartered Banker Institute as awarding body on behalf of the chartered body alliance



For more information on ESG-related training for directors, please refer to page 129.

Training, Workshops, and Events participated by employees

Sustainability- and climate-related capacity building was implemented across the organisation during the year through a combination of structured training programmes and ongoing engagement initiatives, including:

Sustainability and climate risk training was conducted with 170 employees across various departments in Malaysia, aimed at strengthening internal capability, awareness, and readiness for climate-related requirements

External workshops, trainings, and engagement sessions attended to support readiness for IFRS sustainability reporting, including:

- UN Global Compact Network Malaysia and Brunei (UNGCMYB) IFRS S2 Accelerator by UNGCMYB
- Session on strengthening data capacities for NSRF reporting by the Securities Commission
- Transition planning clinic, surveys and engagement clinic by JC3

Continuous employee engagement was carried out via Viva Engage, our internal portal, through weekly postings to enhance awareness of sustainability-related matters, with an average of 350 views per post

Internal capabilities in sustainability and climate risk were strengthened through our Head of Investor Relations & Sustainability obtaining the globally recognised Sustainability and Climate Risk (SCR®) certification from the Global Association of Risk Professionals (GARP)

STRATEGY



We leverage both internal expertise and external insights to deepen our understanding of the actual and potential impacts of climate-related risks and opportunities. These risks are embedded into our risk appetite framework and business strategies, reinforcing our resilience against climate-related challenges.

a Climate-related risks and opportunities the organisation has identified over the short, medium and long term

We are exposed to a broad spectrum of climate-related risks and opportunities. These risks fall into two primary categories, physical and transition risks, and are mapped to the Group's existing risk categories in line with Group Risk Management Policy to ensure consistent assessment and oversight.

Climate-Related Risks

Our climate-related risks are outlined in the table below, detailing the nature of the risk and its potential impact on our operations. Risk assessments are conducted quarterly, considering short-, medium- and long-term implications, which are subsequently integrated into our strategic and financial planning. Through this exercise, we understand the drivers behind climate-related risks and map the physical and transition risks to existing risk types.

Climate Risk Type	Risk Type	Time Horizon	Impact
 <p>Physical Risk</p> <ul style="list-style-type: none"> Acute Physical Risk Chronic Physical Risk 	Operational Risk	LT	<ul style="list-style-type: none"> Non-compliance with newly introduced regulatory requirements Increase in operational costs Underprovision or overprovision of claims and premium liabilities Delays in claims registration and settlement Decrease in employee productivity and performance due to business disruption Increased operational risk arising from insufficient integration of climate-related risk assessments especially flood risk into operational and IT resilience planning
	Insurance Risk	ST	<ul style="list-style-type: none"> No changes in pricing during 2025 in response to climate change, No significant insurance catastrophe/claim event in 2025 No market movement by peer insurers, though this is consistently being monitored
 <p>Transition Risk</p> <ul style="list-style-type: none"> Policy & Legal Changes Market & Customer Shifts Technology Changes Reputational Considerations 	Market Risk	MT	<ul style="list-style-type: none"> Lower investment income
	Regulatory Risk	ST	<ul style="list-style-type: none"> Adjustments in pricing strategies Reduction or restrictions of capacity and terms and conditions for climate risk-related perils Non-compliance with newly introduced regulatory requirements
		MT	
		LT	
Strategic Risk	MT	<ul style="list-style-type: none"> Loss of market competitiveness Product unable to meet market requirements leading to customer dissatisfaction and financial losses 	
Liquidity Risk	ST	<ul style="list-style-type: none"> Delay in claims registration and settlement Negative public opinion and damage to the company's reputation 	
	MT		

Legend **ST** Short term 1-3 years **MT** Medium term 4-10 years **LT** Long term beyond 10 years

Our Environment

b Impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning

Climate-related Opportunities

We have identified climate-related opportunities arising from both transition and physical risk drivers, which are integrated into its strategic considerations. These include opportunities associated with the transition to a low-carbon economy, such as solar panel inconvenience allowance and solar protection offering; opportunities to enhance resilience to climate-related physical risks, including flood add-on benefits for our motor and home insurance products; and market opportunities from evolving customer preferences, such as pay-as-you-drive products that encourage more sustainable behaviour.



Further details on the corresponding opportunities are presented in the next section on pages 70-72.

Tune Protect's Risk Appetite Statement

We maintain Sustainability commitments of "No acceptance of coal, weapons and tobacco related risks" and "No new investment in coal based businesses." Since August 2023, our underwriting portfolio has been completely free of coal exposure, reflecting the full implementation of our Zero Coal underwriting position. We continue to monitor progress towards achieving zero coal exposure within our investment portfolio.

Our approach is aligned with the Group Investment Policy, which mandates the incorporation of environmental, social and governance ("ESG") considerations into investment decision making and allows for up to 10% of total investments to be allocated to ESG related funds. As at December 2025, we do not hold any direct coal related investments.

For short-term scenario analysis, our team factored in both physical and transition risks, considering a 1-in-200-year flood event as a physical risk and regulatory changes through potential national policy developments as a transition risk to evaluate their impacts on our portfolios. The analysis identified Motor, Cargo, and Engineering as the affected portfolios, and a financial impact of less than 5% on shareholders' equity. This exercise enhances the Group's awareness of climate risks, strengthens

future planning and ensures compliance with growing regulatory requirements. In the short term (1–3 years), our risk tolerance requires that any such flood event occurring within this timeframe must not materially impair critical operations, infrastructure or capital adequacy. Over the medium term (4–10 years), we will explore the application of the same methodology to ensure continued consistency in flood risk assessment and management.

In addition, we continue to monitor the impact of climate related events on our Capital Adequacy Ratio ("CAR") to ensure capital levels remain within the Internal Target Capital Level ("ITCL"). This ongoing monitoring reinforces our financial resilience and ensures that climate related risks are managed prudently within our capital management framework.

Decarbonising Towards a Greener Portfolio

We continue to reduce exposure to hydrocarbon-related commercial lines, reaffirm our commitment to phase out coal by 2030 remains unchanged, and we maintain our policy of not engaging with tobacco or weapons-related industries.

We are progressively reducing underwriting and investment exposure to coal related activities and avoiding sectors that do not align with our sustainability commitments. In line with our Group investment policy, up to 10% of total investments may be allocated to ESG approved funds, while future private mandates will continue phasing out carbon intensive assets.



Driving Engagement on Climate Change

The Group actively collaborates with various corporate sectors and climate-focused chapters to stay informed about evolving policies, regulations, and laws. Through these partnerships, we also contribute valuable insights to national climate strategy discussions, fostering a shared commitment to addressing climate challenges.

We continue to be a member of **Climate Governance Malaysia**, which is the Malaysian chapter of the World Economic Forum's Climate Governance Initiative. Through this, we integrate climate governance principles into our operations, strengthening our position in addressing climate-related challenges.

We remain steadfast in our commitment pledge to the **United Nations Global Compact (UNGC)** corporate responsibility initiative, adhering to its principles in the areas of human rights, labour, environment and anti-corruption. As a signatory to the UN Global Compact Network Malaysia and Brunei (UNGCMYB), we maintain our approach of leveraging shared resources in our ongoing efforts to engage our employees and enhance their knowledge on climate change and environmental stewardship. This also reinforces our commitment to the principles of good business as defined by the United Nations.

We actively support and participate in the workshops, surveys, and discussions conducted by **JC3** and BNM to enhance our climate risk management and prepare our readiness for IFRS compliance and the completion of our CRST exercise.

We participated in **Advisory Committee on Sustainability Reporting (ACSR)** Engagement Session with the insurance sector, conducted by the Securities Commission, to understand the challenges and implementation in the sustainability reporting journey.

We participated in and contributed to industry-led research initiatives conducted by **Khazanah Research Institute's Rethinking Insurance** in an Era of Climate Change roundtable, which examined how Malaysia's insurance sector can better in responding to escalating climate risks and contributing to national adaptation efforts.

We participated in an engagement luncheon at the **Parliament of Malaysia**, bringing together corporate and sustainability leaders and policymakers to exchange views on advancing responsible business and climate-related sustainability practices through public-private collaboration, organised by UNGCMYB.

Our Environment

Transition to a Low-Carbon Economy

- #### Solar Panel Inconvenience Allowance

Launched on 2 December 2025, our Solar Panel Inconvenience Allowance reflects our commitment to supporting customers who invest in renewable energy solutions. Available under our Home Shield and Home Easy policies, this feature provides a lump sum payment of RM1,000 in the event of physical loss or damage to an insured solar panel system due to covered perils. The allowance is payable upon admission of a valid claim and is provided in addition to the main sum insured, helping to ease the temporary disruption caused by system downtime. By recognising the growing adoption of residential solar energy, this initiative aligns our product offerings with Malaysia's low-carbon transition while reinforcing our role in enabling more climate-conscious households.



- #### Insurance Solutions Supporting Climate Transition

We have advanced the development of a solar protection offering, which was launched in early 2026, to support Malaysia's transition to renewable energy. The offering integrates rooftop solar solutions with insurance protection, supporting low-carbon choices and reinforcing our Net Zero 2050 ambition.



Promoting Sustainable Practices

We continue to support customers in reducing emissions, especially through the indirect emissions linked to our products. Our Motor portfolio remains a key climate-related risk, and we are actively exploring ways to reduce environmental impact while maintaining sound risk management.

- #### Pay-As-You-Drive (PAYD)

Since its launch in 2019, our Pay-As-You-Drive (PAYD) scheme has promoted sustainable driving habits. By determining premiums based on mileage, the product rewards customers who drive less, allowing them to lower their environmental footprint and insurance costs concurrently. Additionally, customers who drive minimally can receive a yearly reimbursement of up to 20% of their basic premium. Despite challenges such as low participation rates and high loss ratios, PAYD will continue to be offered, contributing to broader environmental initiatives.



- #### Flood add-ons for motor and home policies

With climate change driving more frequent and severe floods, traditional coverage is no longer enough. In line with the General Insurance Association of Malaysia's ("PIAM") 2024 advisory encouraging Malaysians to reassess their protection needs, we continue to offer flood add-ons for motor and home policies to help customers protect their assets. Awareness has grown steadily, with Motor flood take-up rising from 0.3% in 2024 to 0.9% of Total Overall GEP in 2025.



C Resilience of the organisation's strategy, taking into consideration different climate-related scenarios

Climate-Related Scenario Analysis

During the year, we expanded our qualitative scenario analysis beyond the Hot House World ("HHW") scenario to include a Net Zero 2050 pathway, facilitating better understanding of the implications of both high risk and orderly transition futures. This approach also enables us to more effectively understand impacts on our operations, investment approach, product design and long term resilience, which supports the integration of climate considerations into our strategic planning and sustainability roadmap.

Climate Risk Stress Testing

We have completed the CRST exercise in line with BNM's requirements, covering long-term Network for Greening the Financial System ("NGFS") scenarios (Net Zero 2050, Divergent Net Zero 2050 and Nationally Determined Contributions) and an acute 1-in-200-year flood event. The results show that transition risks are the primary driver of investment volatility, with the Divergent Net Zero scenario generating the largest unrealised losses on collective investment schemes due to sharper yield movements.

Physical risks, particularly flood exposure, continue to have the greatest impact on underwriting outcomes, especially for the Motor, Cargo and Engineering segments. Credit and liquidity risks were assessed qualitatively, highlighting resilience under current exposures but signalling the need for enhanced data and modelling capabilities. Meanwhile, risks remain tied to increasing frequency and intensity of climate-related events.

Moving forward, insights from the CRST will continue to shape our Internal Capital Adequacy Assessment Process ("ICAAP"), ITCL, pricing strategy and overall risk management approach as we strengthen our readiness for evolving climate expectations.

RISK MANAGEMENT

We have updated our risk management policies and procedures to reflect the distinctive elements of climate change and support adequate understanding across the organisation. By analysing how climate-related risks transmit across existing risk categories, supported by scenario analysis, we have refined our risk appetite and strengthened our overall risk management framework.

In 2025, we advanced this approach by embedding climate change considerations into our overall risk management framework as part of established risk management processes. Climate-related risks are identified, assessed and monitored using the Group's Risk Classification framework, with impacts evaluated across key financial risk categories, including credit risk, market risk, insurance risk, liquidity risk and operational risk.

Climate risks are identified and assessed quarterly through department-level risk register reviews. As part of these reviews, impact severity, likelihood, control effectiveness and assigned risk ratings are assessed to support the prioritisation of material risks. Existing controls and mitigation measures are reviewed to ensure appropriate safeguards are in place. The outcomes are reported to Senior Management and the Risk Management Committee ("RMC"), and climate-related risks are monitored against the Board-approved Risk Appetite Statement, with quarterly updates provided.

These processes ensure that our risk-return assessments take into account both physical and transition risks, while supporting informed decision-making across underwriting, capital management and investment activities. Our processes are designed to capture short-, medium- and long-term climate-related risks and opportunities, enabling effective strategic and financial planning.

We recognise that climate change presents both financial and non-financial risks. The transition to a low-carbon economy may drive structural shifts across industries, regulatory and policy developments, technological disruption and changing market sentiment. These dynamics may affect asset valuations, underwriting performance, capital requirements and operational costs. By proactively managing these exposures, aligning investments with ESG principles and refining our climate risk governance, we aim to strengthen resilience while positioning the Group to benefit from emerging opportunities in the transition economy.

Through this disciplined and forward-looking approach, we reinforce our commitment to sustainable value creation and responsible environmental stewardship.



Our Environment

Process and Management of Climate-Related Risks

Managing Our Risks

We manage climate-related risks through strategic risk mitigation measures and corporate governance initiatives. With the escalating effects of climate change, including more frequent and severe events such as floods, our focus remains on safeguarding our business and strengthening resilience. In pursuit of this goal, we have developed and implemented cutting-edge protocols to address climate-related risks, in line with BNM’s CRMSA and CRST policy documents.

Climate change considerations are integrated into the Group’s overall risk management framework as part of established risk management processes. Climate-related risks are identified, assessed and monitored using the Group’s Risk Classification framework, in alignment with our Group Risk Management Policy with impacts evaluated across key financial risk categories, including credit risk, market risk, insurance risk, liquidity risk and operational risk. As part of quarterly reviews of our climate risk register, existing controls and mitigation measures are assessed to ensure appropriate safeguards are in place to manage potential impacts. Climate-related risks are also considered within the vendor due diligence process to identify potential ESG risks, with the

process also enabling the communication our sustainability expectations.

While our latest assessment indicates that the financial impact from climate-related risks remains limited at present, we continue to proactively monitor these risks to support timely identification and effective management of potential exposures.

Processes for identifying, assessing, and managing climate-related risks that are integrated into the organisation’s overall risk management.

Integrating Climate Risks into Risk Management

We are committed to fully embedding climate-related risks and opportunities into our risk management and assessment processes. These efforts are overseen by our appointed senior management with the support of the risk team and subject to review and approval by the SuCOM. This governance structure is further supported by the Sustainability Unit and a dedicated climate-related project team, strengthening both the integration of climate considerations and our overall governance framework.

Our initiatives this year included:

- Adding flood risk assessments for our data centre to the corporate risk register
- Incorporate environmental-related questions into our counterparty due diligence form to strengthen sustainability-aligned risk screening, with implementation underway for vendors, including new appointments and contract renewals
- Continuously monitoring our Enterprise Risk Register with incorporated potential climate change impacts

Based on current evaluation, climate risks still remain immaterial to our existing risk categories. However, we continue to refine our risk mapping process and monitor higher risk climate related sectors to ensure targeted and effective mitigation.

Existing Controls for Alignment to CRMSA and its Enhancements in 2025

Area	Outcome
Risk Appetite	<ul style="list-style-type: none"> • Existing climate-related risk appetite statements continue to be applied and monitored under the risk appetite framework • Risk appetite metrics are being refined and strengthened, including through the introduction of clearer thresholds and early warning indicators.
Climate Risk Assessment Methodology (CRAM)	Quantitative and qualitative metrics continue to be applied under both business-as-usual and stress scenarios to monitor climate-related risks.
Risk Register	<ul style="list-style-type: none"> • Climate-related risks continue to be discussed and assessed during regular risk register reviews • Business Units consistently evaluate potential financial, product and customer impacts • Flood risk assessments for our data centre have been incorporated into our corporate risk register
Due Diligence	<ul style="list-style-type: none"> • Enhanced due diligence forms remain in use. • Climate risk evaluation continues to be embedded within onboarding and periodic review processes.
Procedure on Data Collection for Climate-Related Risks	<ul style="list-style-type: none"> • Enhanced procedures remain in force with clearly defined roles and responsibilities • Business units continue to collect and report climate-related data in accordance with established requirements

METRICS AND TARGETS

In our commitment to transparency and accountability, we have established appropriate risk metrics to effectively identify, assess and manage climate-related risks:

Metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

Our Products and Services

Zero Coal in our Portfolios

We remain committed to fully removing coal exposure from both our underwriting and investment portfolios by 2030. In support of this commitment, we have continued to strengthen our climate risk management practices while remaining aligned with the requirements of BNM’s CRMSA framework, supported by clearly defined metrics and targets to guide our climate action.

As of August 2023, our underwriting portfolio achieved Zero Coal status, and this zero coal-fired power exposure position continued to be strictly upheld in 2025. We remain firm in our commitment to no acceptance of coal-related risks in underwriting activities.

Climate Adaptation

Aligned with BNM’s Climate Change Policy and Toolkit (“CCPT”), we continually monitor and categorise climate-related exposures within our portfolio to refine our risk assessments and track associated risks and opportunities, 11.7% of our GEP was attributed to products designed to mitigate climate-related risks, demonstrating our ongoing efforts to adapt and respond to climate challenges.

Percentage of GEP/Contribution (%)

Product Type	2025
Flood under Motor class	0.3
Flood under Fire class	0.6
Flood under Other class	10.3
Electric/Hybrid cars	0.5

We also actively support the growth of renewable energy by underwriting projects in solar, hydropower, and biomass, with our Gross Written Premium in this sector reaching 0.1% as of 31 December 2025.

Deployment of Capital

No capital was allocated specifically to climate-related risks and opportunities in 2025. Nevertheless, we will continue to monitor climate-related developments and assess potential investment needs, particularly in areas such as operational efficiency improvements, energy-saving initiatives, process optimisation utilising digital technology, and relevant policy enhancements.

Exposure to High-Risk Sectors

In line with BNM’s Guidance Notes for CRMSA Engagements: Insurance and Takaful Operators (“ITO”), we continue to assess and monitor underwriting exposure to identified high-risk sectors, excluding the coal sector. This assessment supports enhanced transparency and risk management within our portfolio. As of 31 December 2025, our exposure to these sectors remains below 10.0%.

Climate Engagement

We engage our key counterparties periodically through questionnaires that assess their exposure to climate-related risks, track record in managing these risks, commitment to transition strategies, and future outlook. The most recent engagement was conducted in 2024, and the outcomes continue to be referenced for 2025.

In addition, we have incorporated climate-related due diligence into our vendor onboarding and renewal processes, covering 20 vendors to date. These assessments form part of our broader risk assessment to support informed engagement and renewal decisions.



Targets used by the organisation to manage climate-related risks and opportunities and performance against targets

Our Environment

Our Carbon Footprint



The Group targets to achieve
50% reduction for Scope 1 by 2030
50% reduction for Scope 2 by 2040, and
Net Zero for both Scope 1 and 2 by 2050.



Net Zero Roadmap

We are committed to reducing both direct and indirect GHG emissions under our long-term Net Zero Roadmap. Following the development of the roadmap in 2024, we established our Scope 1 and Scope 2 emissions baseline in 2025, supported by the use of internal Robotic Process Automation ("RPA") tools.

With our baseline established, we have since defined the following emissions reduction targets, against which progress will be monitored in the years ahead.

GHG Emissions

Emissions	Unit	2023	2024	2025
Scope 1: Company-owned Vehicle	tCO ₂ e	12.8	17.2	12.5
Scope 2: Purchased Electricity	tCO ₂ e	347.7	351.3	310.2
Scope 3	tCO ₂ e			
Waste Generated in Operation	tCO ₂ e	-	2.1*	2.1
Business Travel	tCO ₂ e	-	46.6*	375.85
Employee Commute	tCO ₂ e	418.1	408.5*	331.9
Total	tCO ₂ e	778.6	825.6*	1,032.5

As part of our sustainability journey, we are monitoring waste diversion to and from landfills carbon footprint. The table below shows the total waste that is directed and diverted from landfills. The data is also used to calculate Category 5: Waste Generated in Operation.

Emissions	Unit	2024	2025
- Waste diverted from disposal	tCO ₂ e	0.00003*	0.0002
- Waste directed to disposal	tCO ₂ e	2.1*	2.1
Total waste generated	tCO₂e	2.1*	2.1

Note: An asterisk (*) indicates that the information has been restated due to changes in the emission factors applied, to enhance accuracy and consistency.

Operational Metrics and Targets

In our ongoing commitment to sustainability, we have been tracking GHG emissions since 2020, per the GHG Protocol Framework. In 2025, we refined our GHG inventory to include waste generated in our operations and business travel.

We recorded total emissions of 1,032.5 tonnes of CO₂e (tCO₂e), including Scope 1 emissions from Company-owned vehicles, Scope 2 emissions from electricity consumption and Scope 3 emissions from business travel and employee commuting, representing 68.7% of the Group's overall GHG emissions. We also reviewed our methodology in 2025, leading to a restatement of the previous year's GHG emissions to improve accuracy and consistency.

Our Environment

Our GHG emissions are calculated following the GHG Protocol: A Corporate Accounting and Reporting Standard. Scope 1, 2 and 3 emissions are measured using an organisational consolidation approach to boundary setting. The details of our carbon footprint calculations are outlined below and cover operations in Malaysia only:

GHG Emissions	Approach	Emission Factor Reference
Scope 1: Direct Emissions - Mobile Combustion	<ul style="list-style-type: none"> - Covers emissions from vehicles owned by the company and two owned by Tune Protect Malaysia. One fully fuel-based car was replaced with a hybrid vehicle in June 2022 - Emissions are calculated using fuel consumption data 	UK Government GHG Conversion Factors for Company Reporting 2025
Scope 2: Indirect Emissions - Purchased Electricity	<ul style="list-style-type: none"> - Covers emissions generated from electricity purchased from the grid - Emissions are calculated using consumption data via location-based method - Electricity is purchased in Peninsular Malaysia from Tenaga Nasional Berhad - Electricity is purchased in East Malaysia from Sabah Electricity Sendirian Berhad and Sarawak Energy Berhad 	Grid Emission Factor (GEF) 2022 by The Malaysia Energy Information (MEIH)
Scope 3: Other Indirect Emissions - Business Travel	<ul style="list-style-type: none"> - Covers emissions generated by employee travel for work-related purposes - Includes local and international business air and on-land travel - Road travel data is captured via our HR Management System based on mileage for on-land travel claims for public transportation and taxis 	UK Government GHG Conversion Factor for Company Reporting 2025
- Employee Commuting	<ul style="list-style-type: none"> - Covers emissions generated by employees travelling to and from work. - We conducted a survey among employees to collect information on their mode of travel, distance travelled and total days worked from the office in the reporting year to estimate the commuting emissions 	UK Government GHG Conversion Factor for Company Reporting 2025

Moving forward, we will continue to conduct comprehensive reviews of our Scope 3 emissions. Recognising the limitations to data availability and the evolution of external factors, we will supplement this regularly assess the reliability of our disclosures to accurately reflect our impact and progress.

Looking Ahead

Moving forward, we remain committed to strengthening our climate-related disclosures while progressively aligning with IFRS S1 and S2 requirements in line with evolving regulatory expectations.

To support timely adoption, we will continue to enhance our internal capabilities and governance structures and data management processes while expanding our Scope 3 emissions assessment beyond the categories currently disclosed, guided by considerations of relevance, data availability and materiality.

We will also continue to strengthen our climate risk management practices and integrate climate considerations more deeply into our strategy, risk and operational frameworks. Through these efforts, we aim to enhance organisational resilience while contributing to Malaysia’s broader ambition of achieving Net Zero emissions by 2050.

Our Environment



Resource Management

Key Performances



Achieved **11.7%** reduction for electricity consumption



Expanded our **digitalisation efforts to further reduce paper consumption**

Responsible resource stewardship is an essential component of our sustainability agenda. Through targeted initiatives across energy, water, paper and waste, we have the opportunity to not only reduce our environmental impact, but also drive operational efficiencies that contribute to sustainable bottom-line value.

Our approach is guided by our Group Sustainability Policy and focuses on embedding sustainable practices within our everyday operations, ensuring compliance with applicable environmental standards while fostering a culture of environmental responsibility across our workforce.

Through these measures, we drive small yet meaningful improvements which, when compounded across our operations and over time, contribute to significant progress in reducing our environmental footprint and advancing our net zero ambitions.

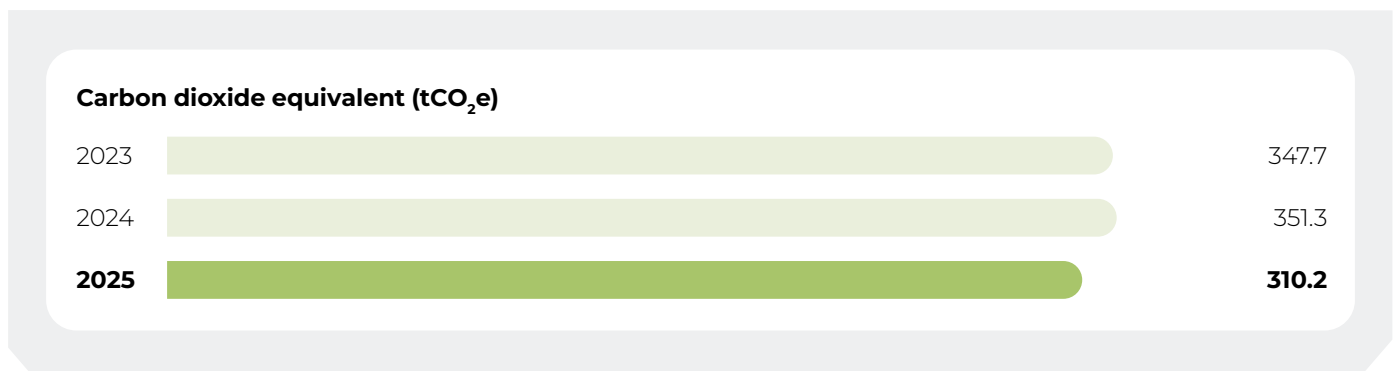
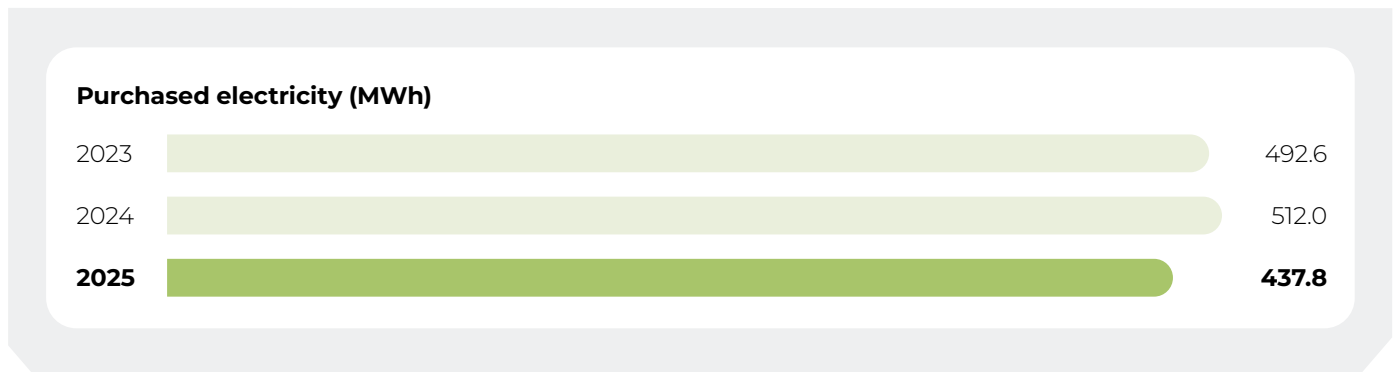
Our Environment

Driving Energy Efficiency

We implement practical measures to reduce energy consumption across our operations, with initiatives such as Earth Hour Fridays encouraging employees to switch off non-essential lighting and electrical appliances for one hour each week, from 12.00 pm to 1.00 pm every Friday.

This is complemented by the adoption of energy-efficient LED lighting and responsible lighting practices across our premises. Employee awareness is reinforced through internal communications, including signage, digital screensavers and regular engagement on Viva Engage, supporting the adoption of everyday energy-saving behaviours.

These efforts led to a significant 19.3% reduction in overall purchased electricity during the year.



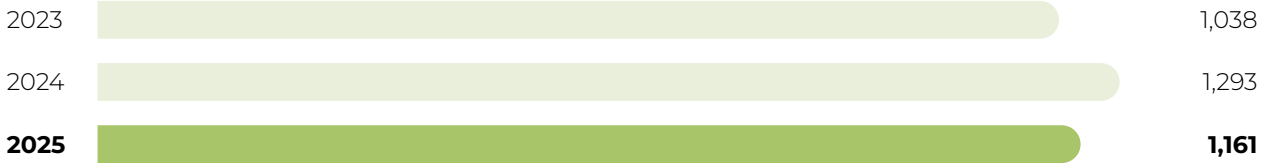
Promoting Responsible Water Management

We continue to implement targeted measures aimed at conserving water across our operations. These initiatives include employee awareness efforts, such as strategically placed signage in high-traffic areas across our offices, as well as the installation of water-saving devices, including self-closing faucets at Level 7 of our headquarters.

In addition, we track water consumption across our branches to support ongoing improvement efforts. While water consumption data for our headquarters and Johor Bahru operations are excluded as these premises are located within shared buildings, conservation initiatives continue to be implemented at these locations as part of our resource management practices.

Our Environment

Water Consumption (m³)



Reducing Paper Consumption

Paper consumption represents an area where we can drive meaningful environmental impact, particularly given the traditionally paper-intensive nature of insurance operations.

In 2025, our efforts focused on both minimising paper usage from existing operations and expanding digital delivery practices. This supports our broader transition towards more efficient and paperless ways of working, while maintaining operational effectiveness.

Employees are encouraged to use recycled paper where printing is necessary, with printers configured to duplex and grayscale settings by default. At the same time, we continue to expand the implementation of digital processes, including electronic policy documentation, online forms, e-billing and the use of digital collaterals and electronic business tools.



Paper Consumption (no. of sheets)



Strengthening Waste Management Practices

To reduce our waste footprint, we focus on encouraging recycling and implementing practical measures to minimise waste at source.

Designated recycling points are maintained for paper, plastic, metals, batteries, light bulbs and e-waste, including electronic devices. In parallel, prohibition of single-use plastic bottles at headquarters meetings remains in place, alongside initiatives encouraging the use of reusable containers and utensils.



Green Monster Trainees with their Reusable Bottles



Our Environment

Total waste diverted from disposal



Type of waste by disposal (tonnes)

Waste Type	Unit	2024	2025
Scheduled (Hazardous) Waste	tonnes	n/a	0.3
Directed to Disposal	tonnes	n/a	0
Diverted from Disposal	tonnes	n/a	0.3
Non-Scheduled (Non-Hazardous Waste)	tonnes	n/a	4.2
Directed to Disposal	tonnes	4.1	4.2
Diverted from Disposal	tonnes	0.004	0.1
Total Waste Generated	tonnes	4.1	4.6

Note:
The calculation of total waste generated represents the combined total of scheduled and non-scheduled waste.

Looking Ahead

Moving forward, we will continue to strengthen our resource management practices by enhancing efficiency across energy, water, paper and waste. Our focus will be on identifying further opportunities to reduce resource consumption while embedding more sustainable practices into our daily operations.

Through continued employee engagement and awareness-building initiatives, we aim to foster a stronger sense of ownership and accountability across the organisation, ensuring that responsible resource use remains an integral part of how we operate.

Our People & Community

Aligning with the UN SDGs



Mapping to Our Capitals



Sustainability Material Matters

- Diversity, Inclusion and Equal Opportunities**
- Employee Wellness & Development**
- Corporate Good & Community Investments**



Diversity, Inclusion and Equal Opportunities

Key Performances

Women represented **33.3%** of our Board and **37.3%** of senior management

Zero reported cases of discrimination or human rights violations

Zero instances of non-compliance with labour standards across operation

At Tune Protect, we strive to maintain a diverse, equitable and inclusive workplace, not only as a core responsibility, but as a driver of sustainable business value. We recognise that a workforce shaped by different perspectives and experiences strengthens our ability to innovate and grow and are committed to ensuring that all employees are provided with equal opportunities to fulfil their potential.

Our approach is guided by a robust governance framework, including our Group Recruitment and Selection Policy, in addition to other policies covering diversity and inclusion, anti-discrimination, anti-harassment, workplace safety and misconduct. These frameworks ensure transparency, merit-based decision-making and equal access to opportunities across the organisation.

As we take purposeful steps to foster diverse and inclusive environments, we measure our performance against recognised benchmarks such as the Bloomberg Gender Equality Index, reinforcing accountability and strengthening stakeholder confidence in our practices.

Maintaining Inclusive Recruitment and Talent Development

We maintain an inclusive recruitment approach where all applicants are evaluated equitably, irrespective of gender, age, ethnicity, disability or background. All hiring decisions are guided by our Group Recruitment and Selection Policy and are based solely on candidates' skills, experience and their ability to fulfil the requirements of the role. In line with our commitment to fostering an inclusive workplace, employees with disabilities represented 0.2% of our workforce in 2025.

In 2025, our internship programme continued to support our ambition to position ourselves as an employer of choice for future talent, while also providing opportunities for existing employees to strengthen their capabilities and broaden their professional perspectives. We also expanded our outreach through engagements with universities, including participation in Asia Pacific University's Career Fair.

Our People & Community

Upholding Human Rights and Ethical Conduct

We are firmly committed to upholding human rights across the Group, guided by internationally recognised standards including:

- The Universal Declaration of Human Rights (UDHR)
- The UN Guiding Principles on Business and Human Rights (UNGPs)
- The International Labour Organisation (ILO) standards
- UNSDG 8: Decent Work and Economic Growth

Close adherence to these principles ensures that the protection of fundamental human rights is embedded across our operations and subsidiaries, while reinforcing our stance against human trafficking, modern slavery and child labour.

In line with these principles, we respect and uphold employees' rights to freedom of association and collective bargaining, ensuring that all members of our workforce are able to express their views and engage in open dialogue without fear of discrimination or reprisal.

Advancing Gender Equality

We are active supporters of initiatives that advocate for greater gender balance in the workplace and reflect this commitment within our own practices.

As a supporter and participant of the 30% Club, a global, business-led initiative that aims to increase female representation at board and senior leadership levels to at least 30%, we have taken steps to increase women representation across our organisation. In 2025, women represented 33.3% of our Board, surpassing the Malaysian average of 28%⁽¹⁾, and 37.3% of our senior management, while female employees accounted for 59.6% of our overall workforce.

Through the Club, we also contribute actively to various initiatives that drive change across the industry, including the Men Allies for Parity programme, which engages male leaders as advocates for gender parity in leadership and decision-making roles.

Note (1):

Source for women in boardroom from <https://www.thestar.com.my/business/business-news/2025/05/09/malaysia-breaks-gender-ceiling-in-boardrooms>

We are also a signatory to the Women's Empowerment Principles (WEP), a global network established by the UN Global Compact and UN Women to promote gender equality across the workplace, marketplace and wider community. In line with these principles, we publish information on our hiring process transparently on our website, while ensuring that employee development resources are equally accessible to all staff. Furthermore, recruitment and promotion decisions are based purely on merit, with competencies and qualifications serving as the primary considerations.

We also strive to create a workplace environment that supports employees across different stages of their lives, including through flexible working arrangements and parental leave. Breastfeeding employees, meanwhile, may access nursing rooms at level 8 and 9 of our headquarters.

Representation of women at Board and Senior Management level

Women in Management	2023		2024		2025	
	Headcount	%	Headcount	%	Headcount	%
TPG's Board	3	50.0	2	28.6	2	33.3
Senior Management	23	43.4	17	37.8	19	37.5

Our People & Community

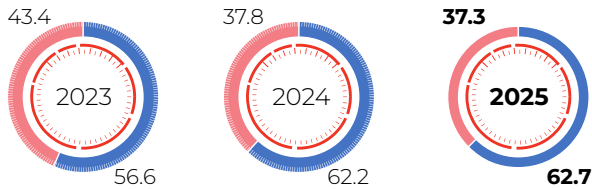
OUR PERFORMANCE

Employees by Gender and Age Group (%)

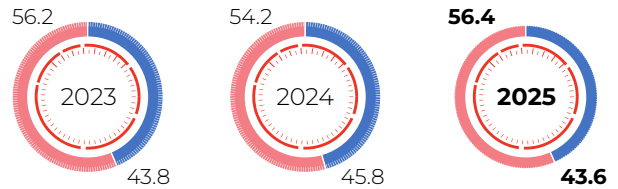
Note: Our workforce data excluded intern and external consultant

Gender

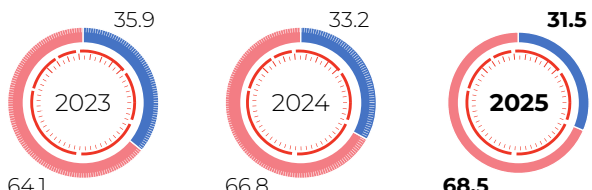
Heads & Above



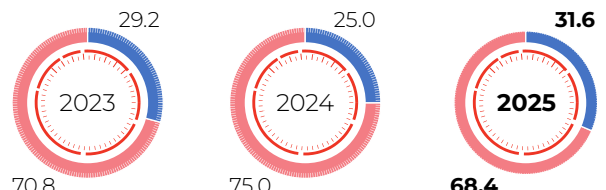
Managers



Executives



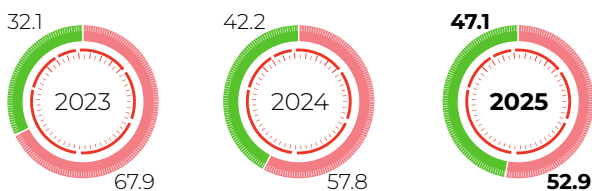
Non-Executives



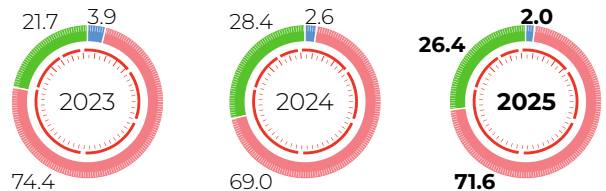
Male Female

Age

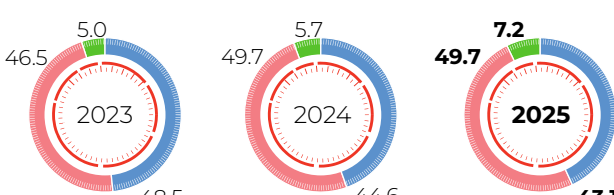
Heads & Above



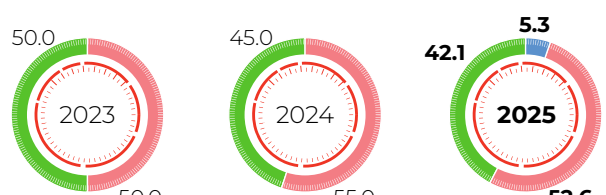
Managers



Executives

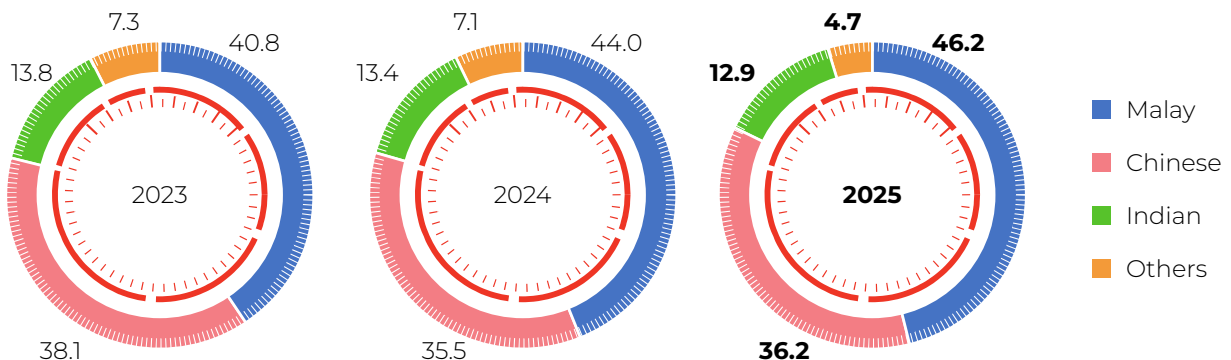


Non-Executives



<30 years old 30-<50 years old >50 years old

Employees by ethnicity (% breakdown of entire workforce)



Malay
Chinese
Indian
Others

Our People & Community

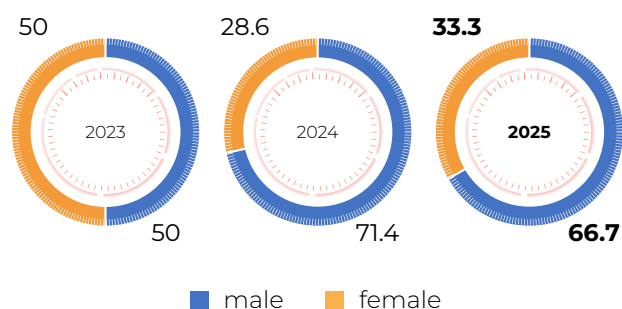
New hires by gender and age group

New employee hires (no.)	2023	2024	2025
Gender			
Male	48 (48.0%)	35 (38.0%)	44 (45.4%)
Female	51 (52.0%)	57 (62.0%)	53 (54.6%)
Age Group			
<30	45 (45.4%)	39 (42.4%)	36 (37.1%)
30-<40	38 (38.4%)	24 (26.1%)	31 (32.0%)
40-<50	11 (11.1%)	16 (17.4%)	17 (17.5%)
50 & above	5 (5.1%)	13 (14.1%)	13 (13.4%)

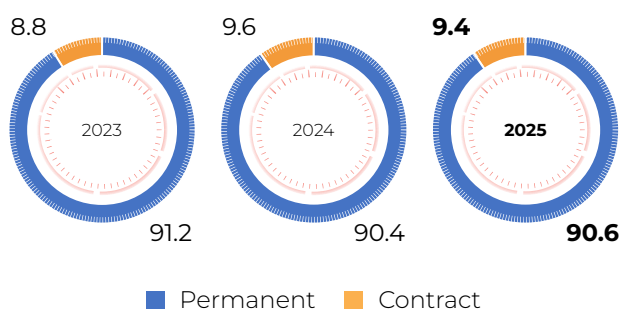
Employee turnover by gender, age group and employee category

Employee turnover (no.)	2023	2024	2025
Gender			
Male	52(50.0%)	48 (37.5%)	52 (53.6%)
Female	52 (50.0%)	80 (62.5%)	45 (46.4%)
Age Group			
<30	20 (19.3%)	41 (32.0%)	35 (36.1%)
30-<40	38 (36.5%)	41(32.0%)	34 (35.0%)
40-<50	23 (22.1%)	30 (23.5%)	12 (12.4%)
50 & above	22 (22.1%)	16 (12.5%)	16 (16.5%)
Employee Category			
Heads and Above	8	16	12
Manager	55	49	35
Executives	37	62	47
Non-executives	4	1	3

TPG Board Gender Composition (%)



Temporary & Contract Staff (%)



Looking Ahead

A fair and inclusive workplace will remain fundamental to how we attract, develop and retain talent in the future. Our efforts will focus on strengthening diversity

and inclusion across recruitment, development and workplace practices, while aligning to international standards and implementing practices that enshrine equal opportunity across our workforce and across our operations.

Our People & Community



Employee Wellness & Development

Key Performances



3,236 hours
of online learning and self-learning recorded



Zero
work-related injuries, high-consequence injuries and fatalities in 2025

At Tune Protect, we recognise employee wellbeing and professional development as essential drivers of organisational resilience and long-term success. A supportive, safe and growth-orientated workplace enables employees to perform at their best, adapt to change and contribute meaningfully to our long-term sustainability.

In 2025, we strengthened this position through initiatives that support employee growth, enhance workplace engagement and maintain a positive working environment. Through structured learning programmes, flexible workplace practices, strong governance frameworks and employee engagement initiatives, we continue to empower our people to thrive both professionally and personally, while reinforcing a culture of continuous improvement and shared purpose.

Providing Competitive Wages and Benefits

Employee wages and benefits are a key driver of long-term retention. We are committed to complying with all applicable minimum wage regulations across Malaysia for employees, ensuring that all employees are compensated fairly in line with statutory requirements. Beyond this baseline, we aim to provide a comprehensive and competitive suite of remuneration and benefits that support both the professional and personal needs of our employees.

Our benefits include a wide range of entitlements across:

- Leave: annual, birthday, medical, hospitalisation, prolonged illness, marriage, maternity, paternity, exam, compassionate, emergency and replacement leave
- Medical and protection coverage: outpatient, dental, hospitalisation and surgical, personal accident and term life
- Financial and wellbeing support: mobile phone, optical care and health screening reimbursements
- Professional development: professional subscriptions and our actuarial education and benefit scheme

Our People & Community

In addition, three flexible working arrangements are available to all employees, enabling them to adjust their work schedules, work remotely and enjoy greater autonomy in managing their daily routines.



For employees with children, we offer 98 consecutive days of maternity leave and 14 days of paternity leave – double the number of mandatory paternity leave days (seven) stipulated by the Employment (Amendment) Act 2022. In 2025, a total of 11 employees took parental leave, with all 11 employees returning to work.

Return to Work Rate	2024		2025		Total
	Men	Women	Men	Women	
Employees entitled to parental leave (no.)	6	5	181	267	448
Employees who took parental leave (no.)	6	5	1	11*	12
Employees who returned to work after parental leave ended (no.)	6	5	1	10	11
Return to work rate ⁽¹⁾ (%)	100%	100%	100%	91.0%	92.0%

* one employee took maternity leave in 2025 and is expected to return to work in 2026

Retention Rate	2024		2025		Total
	Men	Women	Men	Women	
Employees who returned to work after parental leave ended and were still employees 12 months after their return to work (no.)	5	4	0	10	10
Retention rate ⁽²⁾ (%)	45.5%	80.0%	0%	100%	90.9%

Note:

Our calculations are based on the following:

$$^{(1)} \text{ Return to work rate} = \frac{\text{Total number of employees that did return to work after parental leave}}{\text{Total number of employees due to return to work after taking parental leave}} \times 100$$

$$^{(2)} \text{ Retention rate} = \frac{\text{Total number of employees retained 12 months after returning to work following a period of parental leave}}{\text{Total number of employees returning from parental leave in the prior reporting period (s)}} \times 100$$

Our People & Community

Continuous Learning and Leadership Capability Development

The development of our workforce is critical to maintaining competitiveness in the financial services landscape. In line with this, we maintain a strong focus on capability building and continuous learning, ensuring that employees are equipped with the skills required to perform effectively and adapt to evolving business needs.

Our approach to learning and development combines structured learning, on-the-job development and self-directed learning. Training is delivered through a combination of mentoring, coaching, supervisor guidance and structured programmes, guided by our Group Learning and Development Policy. In addition, learning is embedded within our performance management framework, where self-development is a compulsory KPI for all employees. Managers, meanwhile, are evaluated based on the development of their teams, incentivising them to ensure that employees under their charge have access to training initiatives that are purpose-fit to their roles and responsibilities.

To support the development of a future-ready workforce, we have implemented the 9-Box Talent Grid to assess employees based on performance and potential during the annual performance review cycle. The assessment is conducted jointly by Heads of Department and the Executive Committee ("ExCOM"), to identify key talent and inform succession planning and targeted capability development. Insights from the 9-Box Talent Grid are used to design customised learning pathways that strengthen leadership pipelines and support sustainable organisational capability.



In 2025, training and development programmes focused on team building, strategy workshops, compliance training and functional training, reflecting our commitment to strengthening both individual and team performance. These areas of focus are critical to nurturing professionals with strong compliance and governance mindsets, as well as the agility and self-directed capabilities required to stay up to date with evolving trends in the industry.

The effectiveness of these programmes is continuously assessed through employee surveys to ensure that learning priorities remain aligned with the needs of both our workforce and the business.

In addition to these structured learning programmes, employees are provided with access to e-learning platforms such as the UNGC Academy and Outclass, enabling them to undertake learning at their own pace and according to their individual development needs. Through the UNGC Academy, employees deepen their understanding of sustainability-related topics aligned with the UN Sustainable Development Goals, including climate change, gender equality and anti-corruption. In parallel, Outclass provides access to over 100,000 learning resources spanning technical, professional and personal development areas, supported by curated learning pathways in key competency areas such as leadership and management.

In 2025, a total of 3,236 hours of online and self-learning was recorded across the organisation, comprising more than one-third of our total training hours of 9,435. This equated to an average of 2.6 training days per employee.


Training Hours (no.)	2023	2024	2025
Total Training Hours	31,838	11,593	9,435
Average Training Hours per Employee	66.6	25.9	21.1

Our People & Community

Training Hours By Employee Category

Heads & Above (Senior Management)

2023  3,224

2024  1,323


2025  **1,421**

Average Training Hours Per Employee

2025

62

Managers

2023  15,534

2024  5,981

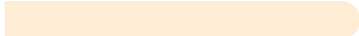
2025  **4,159**

Average Training Hours Per Employee

2025

41

Executives

2023  12,057

2024  4,005

2025  **3,794**

Average Training Hours Per Employee

2025

33

Others (Non-Executives and other job categories)

2023  1,023

2024  285

2025  **61**

Average Training Hours Per Employee

2025

20

Average training hours per employee by gender

Training Hours by Gender (no.)	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Average Training Hours per Employee	53.2	76.0	27.6	24.7	22.0	20.4

Our People & Community

Developing Employee Skills

In 2025, we offered our employees the following programmes, building a wide range of functional skills, product-specific knowledge and competencies in key focus areas such as cybersecurity, digital technology and more.

Programme	Objective	No. of Participants
Breakthrough Mindset (e-learning)	This programme was designed to cultivate a growth mindset across teams, strengthening individual capacity while enhancing morale and motivation. It also aimed to promote high-performance teamwork by fostering empathy, trust and effective communication among team members.	33
Business Intelligence with Power BI Desktop	In line with our efforts to strengthen digital capabilities, this training equipped participants with the skills to transform raw data into actionable business insights using Power BI Desktop. Participants gained hands-on experience in data preparation, modelling, visualisation and dashboard development, enabling them to analyse trends, support data-driven decision-making and communicate insights effectively across the organisation.	7
Strategy Workshop	This workshop focused on strengthening leadership capability by guiding participants in developing clear and actionable strategic plans. Through structured analysis of organisational priorities, current challenges and emerging opportunities, it encouraged disciplined and strategic thinking. Supported by practical frameworks and collaborative discussions, participants enhanced their ability to make informed decisions, prioritise key initiatives and drive long-term business outcomes.	27
B2B Travel Comprehensive - Cruise Rider Product Briefing	This training provided participants with a comprehensive understanding of the Cruise Rider product within the B2B Travel Comprehensive portfolio, including its features, coverage and benefits. It enabled participants to confidently position and recommend the product to clients, supported by a clear understanding of eligibility criteria, claim scenarios and key differentiators.	33
B2B Travel Comprehensive - Worldwide Travel: Annual Cover	This session familiarised participants with the Worldwide Annual Cover plan, with a focus on coverage scope, policy structure, exclusions and key benefits for frequent travellers. It equipped participants to communicate product value effectively, tailor recommendations to customer needs and support informed decision-making in B2B travel insurance solutions.	30
IT Security Awareness And Data Protection	This training session was designed to equip participants with the knowledge, skills and best practices required to protect organisational data, digital assets and systems from security threats. Through its implementation, we successfully enhanced employees' understanding of cybersecurity risks, promoted the responsible use of technology and helped to ensure compliance with internal policies and applicable data protection regulations.	41
	By the end of the training, participants were able to identify common security threats, apply safe digital behaviours and safeguard sensitive information, contributing to a more secure and resilient work environment.	

Our People & Community

Fostering Employee Engagement

A strong workplace culture fosters a sense of belonging and shared purpose, supporting sustainable organisational performance. To this end, we continued to invest in a range of employee engagement initiatives in 2025, focused on building stronger, more collaborative and trust-based teams across the organisation.

Employee Engagement Activities Carried Out in 2025

Chinese New Year

120
participants

Our teams came together to celebrate the Lunar New Year through traditional decorations, festive activities and team bonding moments, creating a joyful start to the year while strengthening connections across the organisation.



Quarterly Townhall - Raya Celebration

200
participants

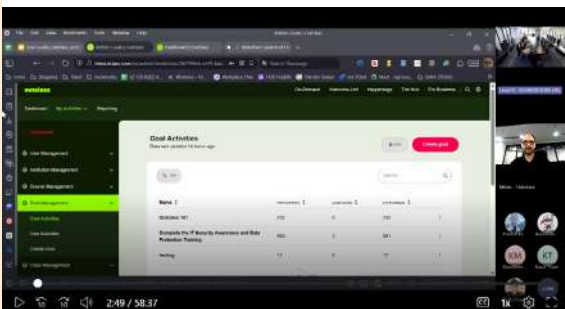
A combined quarterly town hall and Hari Raya celebration where employees were updated on business performance, organisational priorities and key achievements, while also embracing the spirit of the festive season in a shared and inclusive setting.



Outclass

200
participants

An innovative learning approach delivered through the Outclass platform, bringing together multiple resources, workshops and knowledge-sharing sessions to upskill employees in an engaging and accessible manner, while encouraging continuous learning across the organisation.



Mega Team Building

250
participants

A large-scale team-building event where employees participated in interactive activities and shared experiences that strengthened collaboration, trust and communication across teams and departments.



Our People & Community

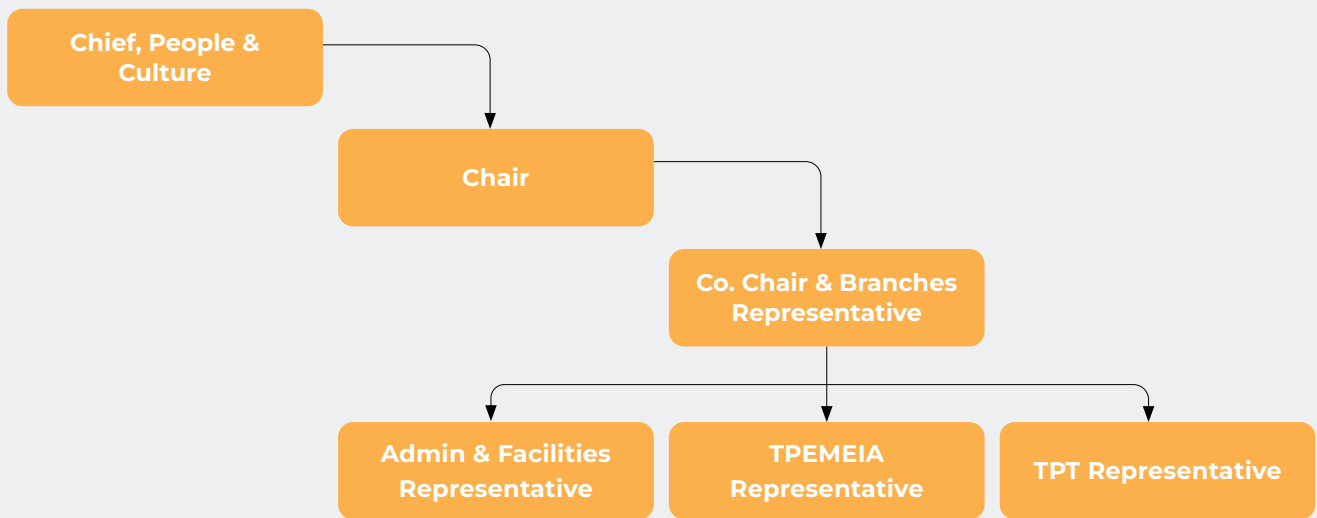
Strengthening Occupational Health and Safety

We prioritise the health and safety of our employees by implementing appropriate measures and protocols in line with the Occupational Safety and Health Act 1994 and the Fire Services Act 1988. Our approach is anchored in a comprehensive occupational health and safety framework that outlines best practices in safeguarding our workplaces and employees.

This framework is overseen by the Occupational Safety and Health ("OSH") Committee, which is responsible for driving safety and health matters across the Group and instilling a culture of vigilance in relation to workplace hazards. The committee comprises representatives from each entity and branch within the Group, including our associate and joint venture companies, as outlined below.



Group Occupational Safety & Health Committee (OSH Committee)



Our People & Community

OSH team is responsible for leading and championing initiatives across three key areas:

Safety	Health	Security
<ul style="list-style-type: none"> • Fire safety & prevention • Personal safety, accident prevention training, talks and events 	<ul style="list-style-type: none"> • Workplace health and wellness programmes • Mental health awareness and support • Training, talks and events on health and well-being • Annual Blood Donation drives to promote health and save lives 	<ul style="list-style-type: none"> • General security practices

In FY2025, we strengthened the committee through the appointment of a new Chairperson and committee members, alongside 15 certified safety coordinators across our headquarters and branches which is tasked with implementing safety policies and procedures across the Group, including all branches, entities covered by collective bargaining agreements and visitors.

To support the effective execution of its responsibilities, the team includes individuals who have completed Emergency Cardiopulmonary Resuscitation (CPR) and First Aid training as well as fire safety training. In addition, the team issues internal haze advisory and flood advisory reports whenever such situations arise, helping to keep employees informed and prepared.

Supporting the work of the team, our headquarters, all our branches and our offices in Bangkok and Dubai are staffed with emergency response teams and fire marshals. Equipped with high-visibility reflective vests, LED torch lights, whistles, guide flags and basic megaphones, these professionals are key to facilitating safe and quick evacuations in the event of a significant safety concern.

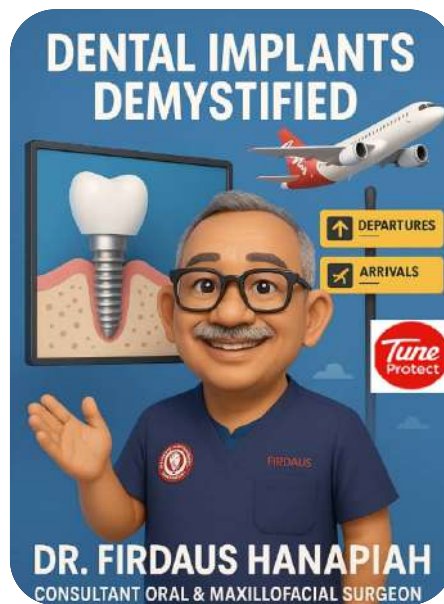


OSH Initiatives in 2025

In 2025, we carried out a range of safety and health-related initiatives designed to strengthen awareness and build practical capabilities across our workforce.

Our Basic Life Safety Training (BLS) programme was delivered as a two-day course combining theoretical knowledge with hands-on skills development. Participants were trained to recognise life-threatening emergencies and administer emergency CPR and Automated External Defibrillator (AED) support effectively in such situations.

In parallel, selected employees underwent Occupational Safety and Health Coordinator training through a specialised three-day programme led by a certified Safety and Health Coordinator. The training focused on the requirements of the Occupational Safety and Health Act 1994 (OSHA 1994), equipping participants with the knowledge and capabilities to take on more active roles in promoting and leading safety and health practices within their respective workplaces.



Work-related injuries and fatalities

In 2025, we maintained our strong safety track record with zero work-related injuries, high-consequence injuries and fatalities reported.

Employees	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Fatalities (no.)	0	0	0	0	0	0
Recordable work-related injuries (no.)	0	0	0	0	0	0
High-consequence work-related injuries (no.)	0	0	0	0	0	0

Non-employees	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Fatalities (no.)	0	0	0	0	0	0
Recordable work-related injuries (no.)	0	0	0	0	0	0
High-consequence work-related injuries (no.)	0	0	0	0	0	0

Lost Time Incident Rate (LTIR)

	2023	2024	2025
Lost Time Incident Rate (LTIR)	0	0	0

	2023	2024	2025
Employee training on health and safety	147	8	12

Our People & Community

Employee training on health and safety

12 employees were trained on health and safety standards in 2025, with **7** participants in our Basic Life Safety Training course and **5** occupational safety and health coordinators receiving specialised training on the OSHA Act 1994 (Amendment 2022)

Looking Ahead

Moving forward, the safety, wellbeing and continued development of our workforce will remain central to the sustainability of our business. By maintaining vigilance in managing workplace hazards while remaining responsive to our employees' evolving development needs and the demands of our operating environment, we aim to sustain a safe, supportive and growth-oriented workplace.



Our People & Community



Corporate Good & Community Investments

Key Performances



2,525
volunteer hours
contributed by 410
employees



Continued to progress
towards achieving
6,000
CoG hours
from volunteerism
during the period of
2025 to 2027



RM285,460
invested in community
initiatives with 6,274
individuals

At Tune Protect, we view community engagement and investment as an integral extension of our role as a responsible insurer. Through a combination of targeted programmes, employee volunteerism and inclusive products, we seek to create meaningful and lasting social impact across the communities in which we operate.

Our approach is anchored in our Corporate Good (CoG) Framework, which prioritises support for unserved, underserved and underprivileged groups. Guided by this framework, we focus on initiatives that contribute to lasting socio-economic development, in line with our broader sustainability vision, In Tune for a Better Tomorrow.

In 2025, 410 Tune Protectors contributed a total of 2,525 volunteer hours across four key programmes spanning environmental restoration, urban farming, community outreach and financial literacy. These initiatives delivered tangible outcomes, including ecosystem restoration, improved access to fresh produce, enhanced sustainability awareness and the development of essential life skills within communities, while also contributing positively to environmental outcomes and supporting our net-zero ambitions.

To further extend our positive impact, we have linked a further 10% of our KPIs to sustainability, governance and climate-related performance, including employee participation in volunteer programmes, while maintaining our target of achieving 6,000 CoG volunteer hours by 2027. These targets provide a structured mechanism to encourage greater employee participation in community-based initiatives, supporting our efforts to scale our impact over time.

Our People & Community

Driving Environmental Stewardship and Community Resilience

We implement programmes that address both environmental challenges and community needs, with a focus on delivering long-term, scalable impact. Guided by our climate commitments and Net Zero targets, these initiatives include tree planting efforts that support carbon offsetting, helping us manage our emissions while contributing to meaningful, positive outcomes for the communities we serve.

Titipan Kasih Syawal Harian Metro with Tune Protect: Mangrove Tree Planting and Beach Clean-Up

In 2025, we partnered with Harian Metro through the Titipan Kasih Syawal Harian Metro CSR programme to implement an environmental restoration and community outreach initiative at Pantai Bumi Hijau, Kampung Banting, Sabak Bernam, Selangor. Held on 16 April 2025, the programme brought together 84 Tune Protect volunteers and 20 Harian Metro volunteers, along with local authorities and residents, to rehabilitate a coastal area affected by erosion.

Activities included planting 500 mangrove saplings to strengthen coastal resilience and support biodiversity, planting 70 fruit trees such as mango and rambutan, and conducting beach clean-ups, gotong-royong activities and sustainability-themed games to raise environmental awareness.

The event also included the distribution of 30 Kotak Rezeki food aid packages and a Hari Raya gathering with the community. This initiative forms part of a three-year CSR partnership with Harian Metro and supports our sustainability vision, *In Tune for a Better Tomorrow*.



84 Tune Protect volunteers and 20 Harian Metro volunteers

Grow & Give Initiative with Sunway XFarms

We collaborated with Sunway XFarms on the Grow & Give initiative, a programme that combines employee learning with environmental and community impact. Conducted across four sessions in May, July, September and November 2025, the initiative involved 179 Tune Protect volunteers supporting the Medan Jaya community in Petaling Jaya, where more than 4,000 residents face limited access to affordable fresh produce. Volunteers received training in urban farming before helping to establish a solar-powered hydroponic community farm, enabling efficient water use and year-round crop production.

The programme completed eight harvest cycles, producing around 22 kg of vegetables, distributing 115 kg of fresh produce and 234 bags of pesticide-free vegetables, and supplying more than 440 units of vegetables to B40 families. A fourth hydroponic unit



179 Tune Protect volunteers

was also installed, with projected annual production of 134 kg and more than 2,600 plants by May 2026. In addition, volunteers organised a community clean-up, with recyclables collected and proceeds returned to the residents' association to support local facilities, demonstrating how urban farming can strengthen food security while promoting environmental stewardship and community resilience.

Our People & Community

Tune Protect Free Market: Give and Grow Programme



45 Tune Protect volunteers distributed more than **2,000** potted plants, comprising both edible and decorative varieties

The Tune Protect Free Market: Give and Grow Programme was held on 21 June 2025 at The Curve, Mutiara Damansara, in order to promote greener living and sustainable habits within the community. A total of 45 Tune Protect volunteers distributed more than 2,000 potted plants, comprising both edible and decorative varieties, to members of the public. The event attracted strong community participation, with families, individuals and plant enthusiasts engaging actively throughout the day. The initiative reinforced our commitment to encouraging sustainable lifestyles and increasing public awareness of environmental stewardship.

Tune Protect Together

TPT-Tune Protect Together: Care for a Cause



70 children supported

We organised the *Tune Protect Together: Care for a Cause* initiative at Wat Thachang Wittayakarn School in Nakhon Nayok, reinforcing our commitment to supporting local communities. The programme focused on uplifting students and educators through charitable contributions and engagement activities designed to bring encouragement and opportunities to young learners. Through this initiative, we supported around 70 children, demonstrating how small acts of care can make a meaningful difference while strengthening relationships with communities across Thailand.

Our People & Community

Empowering Youth Through Education

Financial Literacy Programme with Harian Metro

In conjunction with Financial Literacy Month 2025, we delivered financial education programmes across four primary schools nationwide. SK Kampung Baru Si Rusa, Port Dickson, Negeri Sembilan

- SK Jongok Batu, Dungun, Terengganu
- SK Haji Abdullah Sadun, Alor Setar, Kedah
- SK Kampung Tengah, Segamat, Johor

The programme introduced students to budgeting, saving, smart spending, insurance awareness and financial planning through interactive learning stations and activities. These engagements also raised awareness of the risks of child labour and students' rights to education, financial knowledge and informed decision-making, empowering them to make smarter choices for their long-term development.



A total of 39 volunteers engaged directly at SK Kampung Baru Si Rusa, while more than 60 employees supported activities across the Northern, Southern and East Coast regions.

Corporate Good Programme	Volunteers	Hours
TKHM Mangrove Planting and Beach Cleanup	84	470
Sunway X Farms Grow & Give – Session 1	53	315
Free Market Give & Grow Programme	45	350
Sunway X Farms Grow & Give – Session 2	62	360
Sunway X Farms Grow & Give – Session 3	27	185
Nationwide Branches Financial Literacy Programme	102	610
Sunway X Farms Grow & Give – Session 4	37	235
Total	410	2,525

CSR Investment and Impacts

Year	Donation/ Contribution (RM)	Number of Beneficiaries
2023	269,115	7,834
2024	240,189	2,846
2025	285,460	6,274

AWARDS & RECOGNITION

Company of the Year (Insurance) for Community Care Excellence at the Sustainability & CSR Malaysia Awards 2025



On 17 July 2025, we were honoured to be named Company of the Year (Insurance) – Outstanding Community Care at the Sustainability & CSR Malaysia Awards 2025, in recognition of our impactful ESG, sustainability and Corporate Good (CG) efforts. This prestigious award was presented during a ceremony officiated by YB Datuk Seri Dr. Noraini Ahmad, Deputy Minister of Women, Family and Community Development.

Receiving the award at the ceremony, How Kim Lian (“How”), Group Chief Executive Officer of Tune Protect, paid tribute to the continued dedication of our people across three impactful years. How also used this platform to announce that we have pledged another 6,000 volunteer hours between 2025 and 2027, with a specific focus on conservation, community upliftment and creating lasting impact.


Looking Ahead


During 2025, our sustainability vision, “In Tune for a Better Tomorrow,” provided a roadmap for our journey toward a more resilient and sustainable future. Looking ahead, we are energised and motivated at the prospect of delivering 6,000 more hours of volunteerism between 2025-27, and formulating plans to ensure these hours have maximum impact. Our programmes in 2025 have already helped us to make significant progress towards this goal, while also contributing to our overarching aim of leaving a positive, lasting legacy for the planet and its future generations.


Furthermore, by continuing to foster a workplace culture built on transparency, collaboration and shared purpose, we aim to empower employees to actively contribute to our sustainability journey while reinforcing a strong sense of belonging and collective responsibility across the Group.


Our Business


Aligning with the UN SDGs

8 DECENT WORK AND ECONOMIC GROWTH


9 INDUSTRY, INNOVATION AND INFRASTRUCTURE


10 REDUCED INEQUALITIES


11 SUSTAINABLE CITIES AND COMMUNITIES


17 PARTNERSHIPS FOR THE GOALS






Mapping to Our Capitals

F

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Sustainability Material Matters

-  **Customer Centricity**
-  **Digital Innovations**
-  **Products and Offerings**
-  **Responsible Business Practices**



Customer Centricity

Delivering convenient and meaningful experiences that meet the needs of our customers lies at the heart of what defines and differentiates Tune Protect as an organisation. This is reflected in our mission to simplify insurance, and in how we design our solutions, assess our performance and continuously improve our services.

Our commitment to customer centricity is grounded in an outside-in perspective, where the needs and expectations of our customers form the foundation of how we innovate. Through this approach, we remain closely attuned to evolving market trends while fostering a culture of innovation that enables us to remain dynamic and competitive within the insurance landscape.

Key Performances



Awarded with **CXP Best Customer Experience Award**

Our Business

Setting Clear Expectations and Standards for Customer Interactions

With the aim of delivering consistently exceptional customer service, we have established a structured framework of procedures, charters and operational guidelines that define how we engage with our customers. Each of these documents has been developed in line with Bank Negara Malaysia’s Policy Document on Fair Treatment of Financial Consumers, aligning our practices with established best practices within the financial services industry.

Complaints Handling Procedures

Provides a structured process for addressing customer complaints while generating insights that help identify service gaps and opportunities for improvement.

Internal Service Level Agreement

Establishes commitments and standards to ensure customers receive timely, accurate and consistent information across all service channels.

Treat Customers Fairly Charter

Outlines our commitment to upholding the highest standards of fairness in all our dealings with customers.

Standard Operating Procedures for Contact Centre

Provides operational guidance for our customer service teams in addressing customer enquiries and requests efficiently and professionally.

Customer Service Charter

Defines our commitment to providing quality service and provides customers with clear expectations regarding the standards we aim to uphold.

Our Customer Service Charter sets the tone for how we interact with our customers, establishing four core, high-level imperatives that define what good customer service means to us:

Insurance made accessible

Delivering timely, transparent and efficient service

Ensuring fair, timely and transparent claims settlement process

Knowing our customers



Our Business

Treat Customer Fairly Charter



In complement to this, our Treat Customers Fairly Charter outlines seven principles that all our customer service professionals should uphold when dealing with customers:

Embed fair dealing in our institution's corporate culture and core values

Ensure that customers are provided with clear, relevant and timely information on financial services and products

Ensure that our staff, representatives and agents exercise due care, skill and diligence when dealing with customers

Ensure that customers are provided with fair terms

We commit to ensure that customers receive suitable advice and recommendations that consider their financial needs and conditions

Ensure that customers' complaints and claims are handled in a prompt, fair and effective manner

Treat vulnerable consumers fairly and equitably through the actions of our staff, representatives, and agents

Together, these frameworks establish clear expectations for service delivery and reinforce a culture that puts the needs of our customers first.

Making Claims Simpler and Faster

For many customers, making a claim represents the most critical moment in their relationship with an insurer. Recognising that claims often arise from stressful situations, we continue to seek ways to simplify the process and improve the overall customer experience.

Over the years, we have introduced several initiatives designed to streamline the claims process:

- Travel Easy Travel Delay Benefit:** Simplifies claims for flight delays between three to nine hours by removing the need for supporting documents such as travel itineraries or delay confirmation.
- Our **digital submission** service module, which streamlines the request process and reduces the need for manual intervention, reducing turnaround time by two-thirds to one working day.
- The One Claim Harmonisation Plan:** Enables AirAsia customers who have purchased Tune Protect policies to seamlessly manage their policies, view policy details, file claims and track claim statuses via the Tune Protect app, with this capability expanded across all countries in 2025.
- Renewal reminders** have also been introduced for nine of our online insurance products, delivered through email, SMS, push notifications on the Tune Protect app and, in selected cases, WhatsApp.

Our Business

In 2025, we also introduced the Instant Payout feature, a fast-track claims capability that enables eligible policyholders to receive near-immediate payouts once claims are approved via digital ePayment channels. The feature currently applies for Travel On-Time Guarantee (OTG) and Flight Delay claims and forms part of our broader effort to automate the claims journey from submission to payout.

In addition, we implemented an automated claims registration process that registers non-motor auto claims directly into our core system when reported by branches or business units through the Fast and Lean Operations (FLO) platform. This removes the need for manual data entry, enabling claims to be processed immediately, thus reducing delays, minimising errors and enabling faster payout.

Enhancing Customer Service

Since 2024, we introduced Zendesk, a cloud-based platform that centralises customer interactions across multiple channels including our website, email and social media.

By consolidating customer enquiries into a single system, Zendesk enables our teams to respond more effectively while also generating valuable insights into common issues, service gaps and opportunities for improvement. These insights allow us to continuously refine our service delivery and enhance the overall customer experience. The platform also supports greater standardisation of service through clearly defined service level agreements and turnaround time benchmarks.

Customer feedback remains another important driver of improvement. In 2025, we expanded our Net Promoter Score (NPS) survey sampling process to capture feedback from a broader customer base rather than focusing only on online customers.

NPS is measured across both our customers and partners, allowing us to better understand the strength of these relationships and how effectively we are meeting their needs. In addition, we track Transactional Net Promoter Score (TNPS) to gauge satisfaction at specific touchpoints across the customer journey.

At the same time, we strive to drive greater consistency in how customer complaints are handled. Our target is to resolve complaints within 14 days of receiving sufficient supporting documentation and information. In addition to resolving each case, we also analyse the root causes of complex complaints in order to strengthen our processes and improve service outcomes.



Our Business

Our Performance

Google and Facebook Ratings



Google Review Rating



Facebook Rating (%)



Enquiries for AirAsia travel products received via SENTRY



Average monthly complaints processing time for general insurance (days)

In 2025, a total of 96 complaints were received, all of which were successfully resolved. Of these cases, 72% were resolved within the stipulated 14-day timeline, with an average resolution time of 12 days in 2025. The remaining cases required a longer resolution period due to mediation requirements and more complex investigative processes.



We continue to maintain a strong Customer NPS of +29% and a Partner NPS of +48%, driven primarily by easy-to-use digital platforms, affordable pricing and responsive customer service.

Net Promoter Score

Customer Experience (CNPS)



Partner Experience (PNPS)



Note: The CNPS baseline year was revised in 2025; accordingly, comparisons with 2024 results are not applicable.

Awards and Recognition

CXP 2025 – Best Customer Experience Award

In 2025, and for the fourth consecutive year, we were recognised by the CXP Best Customer Experience Awards, along with 11 other outstanding brands. This award acknowledges our efforts to achieve customer-centric excellence, along with our continued dedication to innovation.



Looking Ahead

Customer centricity will continue to serve as a core discipline of the Group and a foundation for how we create value.

Moving forward, our efforts will focus on developing products and solutions that further streamline the claims process while improving efficiency and convenience across the customer journey. In tandem, we will continue to leverage digital technology to better understand our customers’ needs and behaviours, enabling us to progressively introduce solutions that enhance service experiences and strengthen long-term customer relationships.

Through these efforts, we aim to deliver simpler, faster and more responsive insurance solutions while continuing to build trust with the customers and partners we serve.



Digital & Technology Innovations

Key Performances



Downloads of the Tune Protect mobile app increased **70.7%** year-on-year



Robotic Process Automation (RPA) was applied to over **8.3 million** transactions, up from 7.5 million in 2024



Total of **611,344** hours was saved through RPA, a **26.4%** increase on 2025

Our Business

Digital technology serves as a key driver of transformation across Tune Protect. From empowering employees with better tools to streamlining processes through automation, digital solutions allow us to collaborate more effectively, make better informed decisions and create tangible value across our operations.

The importance of such innovations is heightened within an insurance landscape where traditional operating models remain common. By investing in strong digital infrastructure and platforms, we are able to offer a differentiated customer experience that drives loyalty and long-term retention.

Enhancing Our Digital Platforms

Our mobile application forms the centrepiece of our digital ecosystem, enabling customers to view and manage their travel insurance policies on the go. During FY2025, we improved the utility of the application through the introduction of several new features:

- **Add Policy:** Enables travel agencies in the EMEIA region to verify customer policies
- **Guest Login:** Allows customers to submit claims without needing to log in to an account
- **Web Claim:** Enables customers to submit claims digitally without downloading the mobile application

During 2025, we expanded the accessibility of the application to 25 countries, providing greater support to our customers when they are travelling, and enhanced its functionality to enable claims to be filed directly on the platform.

Beyond our core mobile application, we also develop specific digital platforms tailored to individual products and collaborations. An example of this is our DragonPass portal, which forms the basis of our Delay Lounge Pass service. During the year, we invested in enhancements to this portal to automate the airport lounge pass process.



The Tune Protect mobile app was downloaded 23,268 times across Malaysia and Thailand in 2025, a 70.7% increase on the previous year

Accelerating Automation

Automation continues to play a critical role in improving operational efficiency while enhancing convenience for our customers.

Across the Group, we currently operate 18 automation bots supporting 85 automated processes across multiple entities and departments. These bots streamline workflows, reduce manual intervention and enable faster service delivery.

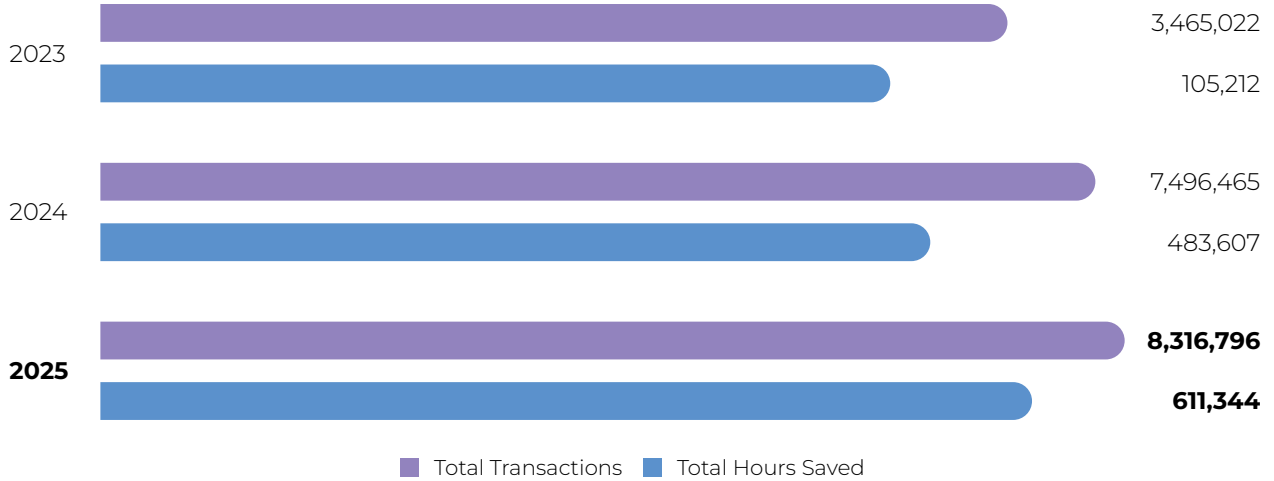
One of the key automation initiatives we introduced during the year was the Instant Payout solution, which automates the end-to-end Travel On-Time Guarantee (OTG) and Flight Delay (FD) claims process, covering the full journey from claims registration to payout. The solution is enabled through API integration with our banking partners, allowing seamless disbursements and significantly reducing manual intervention and processing time.

As of 31 December 2025, approximately 70% of total OTG and FD claim submissions were successfully processed and paid automatically through this initiative without any human intervention, demonstrating the scalability and reliability of our automation capabilities.

Beyond claims automation, we also enhanced the policy onboarding process by automating endorsement issuance within our General Insurance System (GIS), as well as the generation of Certificates of Insurance (COI) for TMT policies. This automation reduced the average turnaround time down to a range of two-thirds to one working day from submission, improving operational efficiency while providing customers with faster policy documentation.

Overall, our automation initiatives supported the processing of approximately 8.3 million transactions during the year while saving an estimated 611,344 working hours. At the same time, paper usage fell by 84% year-on-year, reinforcing our position as a digital-first insurer delivering seamless, accessible and sustainable solutions.

Impact of Robotic Process Automation initiatives



Note: Estimated RPA hours saved are derived from baseline processing time and aggregated and accumulated transaction volumes, representing indicative productivity gains rather than actual reductions in working hours or headcount, and are not directly comparable to transaction volumes.

Streamlining Our Operations

In parallel with automation initiatives, we continue to improve operational efficiency by digitising internal workflows.

In 2023, we introduced Fast and Lean Operations (FLO), a digital workflow platform designed to streamline administrative and operational processes. FLO is currently used across several functions including policy issuance, administrative payments, claims payments and claims notification.

During 2025, the platform was further enhanced and rebuilt on Microsoft Power Apps, transforming it into a unified and more scalable system designed to deliver a better user experience while supporting additional capabilities.

We also expanded the platform’s functionality through several new modules, including:

<p>Receipting Issuance</p> <p>Supporting finance operations</p>	<p>IT Ticketing Management</p> <p>Streamlining internal IT support requests</p>	<p>Endorsement Issuance</p> <p>Improving efficiency in policy processing</p>
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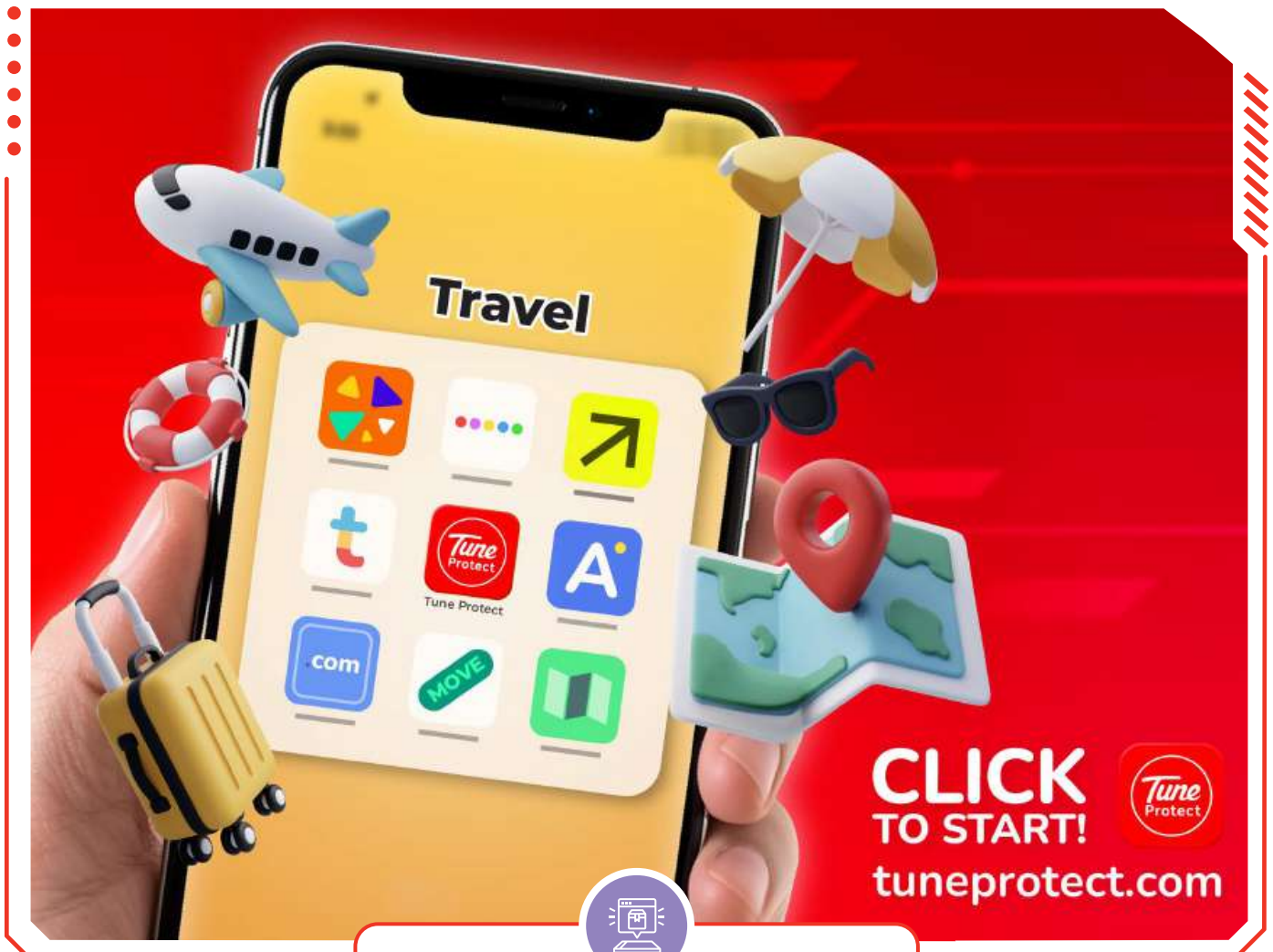
These enhancements strengthen our ability to manage operational processes efficiently, with a direct impact on our bottom line.

Looking Ahead

Looking ahead, we see digital technology as a key differentiator in the insurance industry and will continue to invest in targeted digital advancements across our operations, from backend systems to the products and solutions we offer our customers.

Specifically, we will focus on further streamlining business processes through additional automation initiatives, while expanding the functionality of our FLO platform to drive greater operational efficiency. At the same time, we aim to expand the reach and utility of our mobile application to better serve our customers, with the objective of strengthening customer loyalty and retention.

Our Business



Products & Offerings

Key Performances



Delay Lounge Pass was recognised at the **Travel Daily Media Excellence Awards 2025**

At Tune Protect, we pride ourselves on going beyond the norm in product development by delivering innovative solutions that address our customers' specific needs and pain points at every stage of their travel journey. Our focus is not only on providing protection, but on enhancing the overall experience through solutions that are practical, relevant and differentiated.

At the same time, we strive to ensure that our products and offerings incorporate broader environmental and social considerations, supporting more responsible and sustainable outcomes. This is guided by a structured approach to innovation, underpinned by our Product Development Policy, and strengthened through partnerships with airlines, travel technology partners and service platforms that expand our reach across regional markets, including underserved and unserved segments.

Expanding Customer-Centric Solutions

Over the years, we have introduced a range of innovative travel and protection solutions that go beyond traditional insurance coverage, addressing specific challenges while bringing greater value into our customers' lifestyles. These products include:



Delay Lounge Pass

Delay Lounge Pass enhances the travel experience by providing access to over 1,600 airport lounges worldwide when flights are delayed by two hours or more. This allows travellers to rest in a more comfortable environment during disruptions, reducing stress associated with long waiting times.



Travel Gadget

Travel Gadget provides coverage for personal electronic devices such as mobile phones, laptops and tablets against accidental damage and theft. The plan is designed to address the growing reliance on digital devices during travel, where loss or damage can significantly disrupt a trip. In addition to gadget protection, the plan also covers accidental death or permanent disability of up to RM10,000.



Cashless Hospital Admission

Cashless hospital admission enables travellers to receive medical treatment at overseas hospitals without the need for upfront payment. This reduces financial stress during emergencies and ensures timely access to care when it is most needed. The feature has been expanded across multiple ASEAN countries, enhancing the accessibility and convenience of travel insurance for customers travelling within the region.



Flight Watcher

Flight Watcher provides real-time monitoring of flight status using multiple data points, including airline operations, airport conditions and weather. Customers receive timely updates and alerts via digital channels, enabling them to respond proactively to delays, cancellations or changes in departure details.



Automated Check-in

Automated Check-in streamlines the boarding process by enabling the seamless delivery of boarding passes directly to passengers' mobile devices. The feature supports various traveller preferences, including seat selection and frequent flyer details, ensuring a smooth and personalised check-in experience.



Cancel for Any Reason Protection

Cancel for Any Reason protection provides travellers with greater flexibility by allowing them to cancel their trips up to 24 hours prior to departure, regardless of the reason. This addresses a key limitation of traditional travel insurance, which typically covers only specified events.

Our Business



Ticket Refund Insurance

Ticket Refund Insurance, the first of its kind in Malaysia, protects customers against unforeseen circumstances that may prevent them from attending events. This includes last-minute emergencies or disruptions that would otherwise result in financial loss.



Ticket Protection

Developed in partnership with GoLive Asia, Ticket Protect provides coverage for customers who are unable to attend live events such as concerts and festivals due to unforeseen circumstances. This ensures that customers are not financially disadvantaged when plans change unexpectedly.



Dental Shield

Dental Shield offers specialised dental coverage through structured plans that cover a wide range of treatments, including preventive care, restorative procedures and major dental work.



TermiteShield

TermiteShield is designed to protect homeowners against the financial impact of property damage caused by termite infestations. The product complements existing pest control services, offering an additional layer of protection.



Airport Transfer

Airport Transfer is a pre-booked ground transfer service offered to address common arrival challenges such as unclear pricing, limited transport availability and reliability concerns, particularly for travellers with luggage or in groups. The service provides transparent fixed pricing, multiple vehicle options and professional drivers, ensuring a smooth and predictable pick-up experience.

Awards and Recognition



Delay Lounge Pass — Travel Daily Media (TDM) Excellence Awards

Our innovative Delay Lounge Pass solution was recognised at the Travel Daily Media Excellence Awards 2025, reflecting our focus on delivering practical solutions that go beyond protection and add value to our customers' lives during times of disruption.



Looking Ahead

Our products will remain central to how we differentiate ourselves in the insurance market. Strengthening this position will depend on deepening our understanding of customer needs at specific moments in their travel journeys, allowing for more targeted and relevant solutions.

This will be achieved through refining existing offerings, introducing targeted enhancements, and developing new products that address evolving pain points across the customer journey. These efforts will continue to be guided by our Product Development Policy, ensuring that sustainability considerations remain embedded in our approach to innovation.

Our Business



Responsible Business Practices

Key Performances



Increased our proportion of spending on local suppliers from 91.6% to **96.8%**



Embedded **ESG considerations** into vendor due diligence assessments

We operate a multifaceted business that includes an extensive supplier network, multinational operations, a strong online and offline presence, and an investment function that manages the premiums entrusted to us by our policyholders. This diversified footprint heightens the need to embed responsible business practices consistently across all areas of our operations.

Our efforts in this area are guided by our Group Procurement Policy, Group Investment Policy and Code of Business Conduct (CoBC), which outline best practices and provide our teams with clear guidance to uphold transparency, accountability and ethical conduct in all our practices and stakeholder interactions.

Our Business

We prioritise local suppliers and vendors wherever possible as part of our commitment to supporting the national economy and strengthening supply chain resilience. Local procurement enables faster response times, reduces exposure to trade disruptions and mitigates foreign exchange risks.

In line with this approach, we only source from foreign suppliers where comparable goods or services are not available locally. In 2025, we engaged 609 local vendors out of a total of 629 vendors, with 96.8% of procurement spending directed to local suppliers. In engaging these suppliers, we aim to foster longer-term partnerships that enable us to socialise our expectations and standards more effectively, while driving improved performance over time.

As part of our outsourcing process, we also incorporate ESG sustainability considerations into our vendor due diligence. New vendors are required to complete a due diligence form which includes disclosures on their environmental sustainability initiatives, enabling us to assess alignment with our expectations and promote responsible practices across our supply chain, while also communicating our ESG expectations and targets.

All procurement processes are managed by our dedicated Procurement Team, which is responsible for centralising and streamlining procurement activities while safeguarding the Group’s financial interests. The majority of our suppliers comprise small and medium enterprises (SMEs), supporting the circulation of financial value across the local business ecosystem.

Spending on local suppliers

Year	2023	2024	2025
Proportion of spending on local suppliers	91.5%	91.9%	96.8%
Number of local vendors engaged	757	656	609
Number of total vendors	802	694	629

Ensuring Ethical Conduct and Supplier Governance

We are committed to maintaining procurement practices that are transparent, ethical and aligned with regulatory expectations.

Vendors are screened against the Ministry of Home Affairs Malaysia (MOHA) lists and the United Nations Security Council (UNSC) Consolidated List to ensure that we do not engage with sanctioned entities. All new vendors are also subject to anti-money laundering (AML) screening, which is conducted via APIs.

All suppliers are required to adhere to our Code of Business Conduct and Anti-Bribery and Corruption Policy, which are communicated annually to employees involved in procurement activities. Where required by BNM, audits are also conducted on suppliers and vendors.

To ensure consistency in procurement practices, contracts exceeding RM5,000 require comparison across three vendors. Where this is not feasible, or where prior agreements exist, end users are required to provide sole-source justification.

Upholding Responsible Investment and Portfolio Stewardship

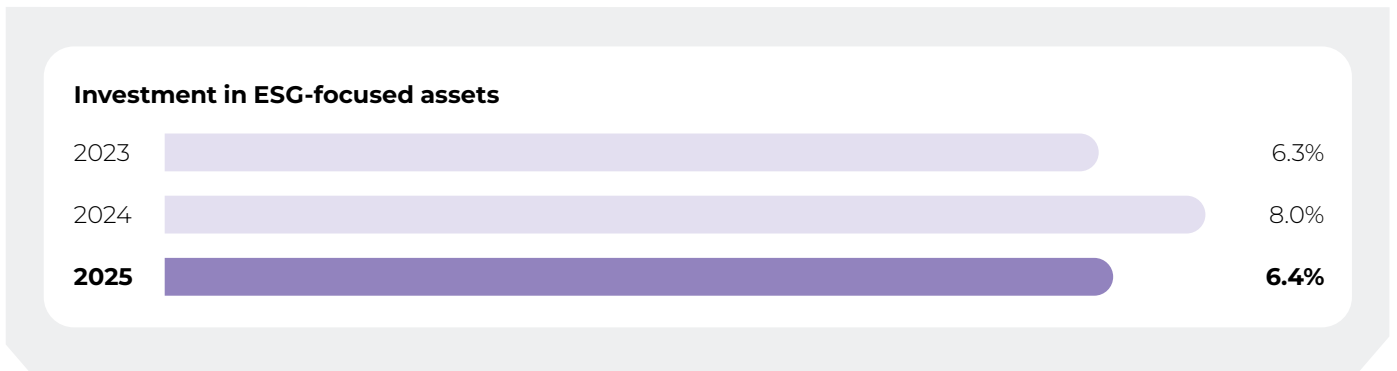
In line with our broader ESG commitments, we seek to ensure that the premiums entrusted to us are invested responsibly and in a manner that supports long-term sustainability.

Our Investment Committee oversees the Group’s investment activities and supports the Board in fulfilling its responsibilities related to investment management. Under our Group Investment Policy, we aim to allocate up to 10% of our investments to fund managers who are signatories to the United Nations Principles for Responsible Investment (UNPRI) or to funds that align with sustainable investment guidelines, internationally recognised benchmarks, ESG integration practices or high sustainability ratings. Presently, one of our funds qualifies as a sustainable and responsible investment fund under the guidelines issued by the Securities Commission Malaysia, while its fund manager is a UNPRI signatory. All fund managers are required to outline their ESG investment practices and scoring methodologies, and are informed of BNM’s Climate Change guidelines prior to investment decisions.

Our Business

BNM’s Climate Risk Stress Testing (CRST) framework also informs our investment approach, supporting our assessment of investment risks, asset allocation decisions and the monitoring of climate-sensitive exposures, with the aim of enhancing overall portfolio resilience.

On a related note, our Zero Coal commitment remains a key component of our investment approach. Having achieved zero coal exposure in our underwriting portfolio in 2023 ahead of our 2030 target, we continue to uphold this standard across our investment portfolio. In 2025, we monitored existing mandates with coal exposure while ensuring that all new discretionary mandates are aligned with our zero coal requirement. In addition, we have excluded tobacco and arms manufacturing from our portfolios, reflecting our broader ethical commitments.



Maintaining Financial Stability

Maintaining financial stability is fundamental to our ability to serve our customers and support the broader financial ecosystem.

Through robust risk management practices, strong governance and strict regulatory compliance, we ensure that our operations remain resilient and well-positioned to navigate an evolving operating environment. This enables us to continue delivering reliable services while contributing to the stability and integrity of the insurance and financial sectors.

Looking Ahead

Responsible business practices will remain central to our business as we navigate an evolving insurance and consumer environment. Our focus will be on strengthening existing processes, enhancing oversight mechanisms, and identifying opportunities to raise standards across procurement and investment activities. Through this, we aim to further reinforce our resilience, maintain stakeholder trust, and support sustainable long-term growth.

NSRF Transition Relief (IFRS S2)

IFRS S2 Climate-related Table (Relief)

Core Element	Recommended Disclosures	IAR 2025 Page References
Governance		
Understand the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	a. Describe the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities.	65-66
	b. Describe management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	65-66
Strategy		
Understand an entity’s strategy for managing climate-related risks and opportunities	a. Describe the climate-related risks and opportunities that could reasonably be expected to affect the entity’s prospects.	69-73
	b. Describe the current and anticipated effects of those climate-related risks and opportunities on the entity’s business model and value chain.	69
	c. Describe the effects of those climate-related risks and opportunities on the entity’s strategy and decision-making, including information about its climate-related transition plan.	70-72
	d. Describe the climate resilience of the entity’s strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity’s identified climate-related risks and opportunities.	73
Risk Management		
Understand an entity’s processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity’s overall risk management process	a. Describe the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about: <ul style="list-style-type: none"> i. the input and parameters it uses to identify risks (for example, data sources, the scope of operations covered and the detail used in assumptions); ii. whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks; iii. how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria); iv. whether and how the entity prioritises climate-related risks relative to other types of risk; v. how the entity monitors climate-related risks; and vi. whether and how the entity has changed the processes it uses compared with the previous reporting period. 	73-74

Note:
The data referenced relates to the Sustainability Statement covering pages 48 to 116.

NSRF Transition Relief (IFRS S2)

Core Element	Recommended Disclosures	IAR 2025 Page References
Risk Management		
Understand an entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process	b. Describe management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	74
	c. Describe how the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	74
Metrics and Targets		
Understand a company's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation	a. Disclose information relevant to the cross-industry metric categories.	75-76
	b. Describe targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets.	76-77

Performance Table

Date & Time: 2026-04-28_17:14:04
FYE 31/12/2025

Tune Protect Group Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	Percentage of Heads and above received anti-corruption training	%	100	—	Internal
Anti-Corruption	Percentage of Managers received anti-corruption training	%	100	—	Internal
Anti-Corruption	Percentage of Executives received anti-corruption training	%	100	—	Internal
Anti-Corruption	Percentage of Non-Executives received anti-corruption training	%	100	—	Internal
Anti-Corruption	Percentage of operations assessed for corruption-related risks	%	100	—	Internal
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	—	Internal
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	285,460	—	Internal
Community/Society	Total number of beneficiaries of the investment in communities	Number	6,274	—	Internal
Diversity	Percentage of male in Heads and above	%	62.75	—	Internal
Diversity	Percentage of female in Heads and above	%	37.25	—	Internal
Diversity	Percentage of male in management	%	43.65	—	Internal
Diversity	Percentage of female in management	%	56.35	—	Internal
Diversity	Percentage of male in Executives	%	31.49	—	Internal
Diversity	Percentage of female in Executives	%	68.51	—	Internal

Performance Table

Date & Time: 2026-04-28_17:14:04
FYE 31/12/2025

Tune Protect Group Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of male in Non-Executives	%	31.58	—	Internal
Diversity	Percentage of female in Non-Executives	%	68.42	—	Internal
Diversity	Percentage of Heads and above aged 30-50 years	%	52.94	—	Internal
Diversity	Percentage of Heads and above aged ≥50 years	%	4706	—	Internal
Diversity	Percentage of Management aged <30 years	%	2.03	—	Internal
Diversity	Percentage of Management aged 30-50 years	%	71.57	—	Internal
Diversity	Percentage of Management aged >50 years	%	26.40	—	Internal
Diversity	Percentage of Executives aged <30 years	%	4310	—	Internal
Diversity	Percentage of Executives aged 30-50 years	%	49.72	—	Internal
Diversity	Percentage of Executives aged >50 years	%	718	—	Internal
Diversity	Percentage of Non-Executives aged <30 years	%	5.26	—	Internal
Diversity	Percentage of Non-Executives aged 30-50 years	%	52.63	—	Internal
Diversity	Percentage of Non-Executives aged >50 years	%	42.11	—	Internal
Diversity	Percentage of male directors	%	66.67	—	Internal
Diversity	Percentage of female director	%	33.33	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of directors with age >50 years old	%	100	—	Internal
Health and Safety	Number of work-related fatalities	Number	0	—	Internal
Health and Safety	Lost time incident rate	Rate	0	—	Internal
Health and Safety	Number of employees trained on health and safety standards	Number	12	—	Internal
Labour Practices and Standards	Total hours of training for heads and above	Hours	1,421	—	Internal
Labour Practices and Standards	Total hours of training for managers	Hours	4,159	—	Internal
Labour Practices and Standards	Total hours of training for Executive	Hours	3,794	—	Internal
Labour Practices and Standards	Total hours of training for Non-Executive	Hours	61	—	Internal
Labour Practices and Standards	Employees that are contractors	%	9.38	—	Internal
Labour Practices and Standards	Employee turnover by Heads and above	Number	12	—	Internal
Labour Practices and Standards	Employee turnover by Managers	Number	35	—	Internal
Labour Practices and Standards	Employee turnover by Executives	Number	47	—	Internal
Labour Practices and Standards	Employee turnover by Non-Executives	Number	3	—	Internal
Labour Practices and Standards	Substantiated complaints concerning human rights violations	Number	0	—	Internal
Supply Chain Management	Proportion of spending on local suppliers	%	96.82	—	Internal
Data Privacy and Security	Substantiated complaints concerning breaches of customer privacy and losses of customer data	%	0	—	Internal

Performance Table

Tune Protect Group Berhad BMLR Transition Period		Date & Time: 2026-04-28_17:14:04 FYE 31/12/2025			
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Energy Management	Energy consumption	megawatt	43779	—	Internal
Water	Total volume of water used	Megalitres	1.16	—	Internal
Waste Management	Total waste generated	metric tonnes	4.55	—	Internal