

**MINUTES OF THE 48TH ANNUAL GENERAL MEETING OF MNRB HOLDINGS
BERHAD HELD AND CONDUCTED FULLY VIRTUAL THROUGH ONLINE
MEETING PLATFORM PROVIDED BY BOARDROOM SHARE REGISTRARS SDN
BHD AT 12TH FLOOR, MENARA SYMPHONY, NO. 5, JALAN PROFESSOR KHOO
KAY KIM, SEKSYEN 13, 46200 PETALING JAYA, SELANGOR DARUL EHSAN,
MALAYSIA ON THURSDAY, SEPTEMBER 23, 2021**

Present

Directors	:	YBhg. Datuk Johar Che Mat	-	<i>Chairman</i>
		Encik George Oommen		<i>Senior Independent Non-Executive Director (“INED”)</i>
		Encik Khalid Sufat		<i>INED</i>
		Puan Junaidah Mohd Said		<i>INED</i>
		Puan Zaida Khalida Shaari		<i>INED</i>
		YBhg. Dato’ Wan Roshdi Wan Musa		<i>INED</i>

A total of 336 members comprising shareholders, proxies and corporate representatives participated online via the Remote Participation and Electronic Voting facilities through meeting platform <https://meeting.boardroomlimited.my> as per Attendance Record issued by the Company’s Share Registrar, Boardroom Share Registrars Sdn Bhd.

<u>Senior Management</u>	:	Encik Zaharudin Daud	-	<i>President & Group Chief Executive Officer (“GCEO”)</i>
		Encik Norazman Hashim	-	<i>Executive Vice President & Group Chief Financial Officer (“GCFO”)</i>
		Puan Lena Abd Latif	-	<i>Company Secretary</i>

- In Attendance : External Auditors
Encik Ahmad Hammami - *Audit Engagement Partner,*
Muhyidin *Messrs, Ernst & Young PLT*
- Poll Administrator
Cik Leong Li Lween - *Senior Manager, Boardroom*
Share Registrars Sdn. Bhd.
- Scrutineers
Encik Cheng Chia Ping - *Manager, Commercial Quest*
Sdn. Bhd.
- Independent Moderator
Puan Yeow Sze Min - *Executive Director, Securities*
Services (Holdings) Sdn. Bhd.
- By Invitation : Per the Attendance Sheet

WELCOME ADDRESS

The Chairman welcomed all those present fully virtual, at the 48th Annual General Meeting (“48th AGM”) of MNRB Holdings Berhad (“MNRB” or “the Company”) in compliance with Section 327(1) of the Companies Act 2016 and Clause 68 of the Company’s Constitution.

The Chairman mentioned that the Company’s Annual Report 2021 and the Notice of 48th AGM were announced to Bursa Malaysia Securities Berhad on August 25, 2021 and published on the Company’s website. Shareholders had accordingly been notified of the same either electronically or via postal mail.

The Chairman then informed that as the Government’s measures to curb the spread of Coronavirus (“COVID-19”), the 48th AGM was conducted fully virtual and entirely via Remote Participation and Electronic Voting facilities.

He added that the fully virtual meeting was in accordance with the Securities Commission’s Guidance Note on the Conduct of General Meetings for Listed Issuers issued on April 18, 2020 and further updated on July 14, 2021 (“SC Guidance Note”).

The Chairman also informed that the SC Guidance Note stated that listed issuers were only allowed to conduct fully virtual general meetings in areas under the Emergency Movement Control Order, as part of the National Recovery Plan.

In a fully virtual meeting, all meeting participants including the Chairman of the meeting, Board members, senior management and shareholders participate in the meeting online. Physical gatherings, no matter how small, were prohibited.

The Chairman further added that according to the SC Guidance Note, an online meeting platform could be recognised as the meeting venue or place under Section 327(2) of Companies Act 2016 in the online platform is located in Malaysia.

With the safety of the Company's shareholders, employees and Directors being of paramount concern, the Board had considered and decided that the 48th AGM be conducted through online meeting platform via RPEV facilities provided by Boardroom Share Registrars Sdn Bhd ("BSR") at Menara Symphony, Petaling Jaya, Selangor Darul Ehsan, Malaysia, without physical attendance by shareholders.

QUORUM

The Chairman notified the meeting that under Clause 69 of the Company's Constitution, two (2) members present in person or by proxy would constitute a quorum at any general meeting. He then confirmed that the number of members attended was more than two (2) and announced that a quorum was present.

The Chairman then called the meeting to order.

INTRODUCTION

Prior to the commencement of the meeting, the Chairman, introduced the members of the Board, President & GCEO, GCFO and Company Secretary to the shareholders.

The Chairman then acknowledged the presence of Encik Ahmad Hammami Muhyidin, Partner representing the External Auditors, Messrs. Ernst & Young PLT ("EY"), a representative from Group Shariah Committee and the Chief Executive Officers of the subsidiaries and Senior Management, who were in attendance remotely via video conferencing facility.

NOTICE OF MEETING

The Chairman informed that the Notice of the 48th AGM had been issued and published within the stipulated time and advertised in the New Straits Times. The Notice of the 48th AGM was taken as read.

PROXY FORMS RECEIVED

As part of good governance, the Chairman reported on the proxy forms received. He mentioned that the Company had received in total 39 proxy forms from shareholders for a total of 434,506,75 shares representing 55.49% of the issued ordinary shares of the Company.

Out of those, there were 14 shareholders who had appointed the Chairman of the Meeting as proxy to vote on their behalf and the shares so represented were 5,760,053 shares representing 0.74% of the issued ordinary shares of the Company.

MEETING PROCEEDINGS & VOTING PROCEDURES

The Chairman informed the shareholders that there were seven (7) ordinary resolutions tabled at the 48th AGM.

He then notified that pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”), all companies listed on Bursa Malaysia were required to carry out poll voting for every resolution set out in the notice of any general meeting.

The Chairman highlighted that for the 48th AGM, the Company had appointed Boardroom Share Registrars Sdn. Bhd. (“BSR”) as the Poll Administrator to conduct the electronic polling process and Commercial Quest Sdn Bhd (“Commercial Quest”) as the independent Scrutineers to verify the poll results.

The Chairman mentioned that in line with the advice from the MSWG to appoint an Independent Party to moderate the Questions & Answer session in a fair, objective and impartial manner, the Company had appointed Securities Services (Holdings) Sdn Bhd (“Securities Services”), as the Company’s Moderator for this AGM. He added that Securities Services was represented by its Executive Director, Puan Yeow Sze Min.

The Chairman then briefed on the flow of the meeting which would start with a presentation by the President & Group CEO on the Group's results, followed by the agenda of the AGM and thereafter, with the Questions & Answers session.

The Chairman encouraged the shareholders to participate at the meeting by submitting typed questions in real time during the meeting until the announcement of the closure of Q&A session.

At the invitation of the Chairman, the briefing on the electronic/ remove poll voting process was presented by BSR.

The Chairman then announced the online voting platform open at 11.30 a.m. He informed that after the Q&A session, the polling session would be opened for a further 10 minutes for members to cast their votes. Upon conclusion of the polling session, the online voting platform would close and the meeting would be adjourned 10 to 15 minutes for the Poll Administrator to tabulate the votes and the independent Scrutineers to verify the poll results. Upon receiving the poll results validated by the Scrutineers, the meeting would resume for the declaration of results.

PRESENTATION ON COMPANY'S UPDATES

The Chairman informed the shareholders that for the financial year ended 2021 ("FYE 2021"), the MNRB Group had performed well despite facing many challenges especially due to the prolong impact of the current pandemic. He added that FYE 2021 had turned out to be the best year for the MNRB Group, in terms of topline and bottom line.

The MNRB Group had achieved the highest ever net profit, since its incorporation in 1972, which grew by 42.6% from the previous financial year, on the back of RM2.8 billion in revenue.

The Chairman then invited the President & GCEO to present the highlights of the Group's performance for the financial year ended March 31, 2021 before he proceeded with the official business of the AGM.

The President & GCEO presented and highlighted the Group's results and activities incorporating, as follows:-

- (i) Highlights of financial year ended 2021.
- (ii) Performance Review.
- (iii) Key Developments.
- (iv) MNRB Group Sustainability Initiatives.
- (v) Value-Based Intermediate Initiatives.
- (vi) Covid-19 Impact and Relief Measures Established.
- (vii) Group Transformation Program ("GTP").

Prior to the end of presentation, the President & GCEO concluded as follows:-

- The Group recorded its highest ever profit in FYE 2021 on the back of continued growth in revenue. A showcase of strength and resilience whilst operating under unprecedented challenges.
- The Group would continue to execute and stay the course of strategic plans as outlined in our VCP and GTP to achieve both short and long-range objectives.
- The Group were mindful of the challenging investment climate and would remain optimistic yet cautious in selection of instruments.
- Customer service and fulfillments remain the Group top priority in order to ensure strong business continuity. Moving forward, our investments in people, digitalization and customer relationship management tools would gear up ourselves to serve our customers better.
- Confident that with sufficient capital and the unwavering support of our dedicated team, we would be able to steer ourselves through this volatile period by exploring more and new opportunities.

The President & GCEO then handed the Chair back to the Chairman.

The Chairman thanked the President & GCEO and drew the attention of the shareholders to the Agenda and proceeded with the business to be transacted in the Notice of the AGM.

AS ORDINARY BUSINESS:

AGENDA 1

TO RECEIVE THE AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED MARCH 31, 2021 TOGETHER WITH THE DIRECTORS AND AUDITOR'S REPORT THEREON

The Chairman informed the meeting that the first item on the agenda was to receive the Audited Financial Statements for the financial year ended March 31, 2021 together with the Directors' and Auditor's Report thereon.

He added that as stated in the Notice, this item was meant for discussion only.

AGENDA 2 (ORDINARY RESOLUTION 1)

TO APPROVE THE PROPOSAL OF A FINAL SINGLE - TIER DIVIDEND FOR THE FINANCIAL YEAR ENDED MARCH 31, 2021

The Chairman informed that the Board had agreed to recommend to the shareholders for approval on the payment of a final single-tier dividend of 4 sen per ordinary share in respect of the financial year ended 31 March 2021.

He added that subject to the approval of the shareholders of this Ordinary Resolution 1, the total dividend for the financial year ended 31 March 2021 would be 7 sen per ordinary share, as compared to 2.5 sen per ordinary share paid in respect of the financial year ended 31 March 2020.

AGENDA 3 (I) - ORDINARY RESOLUTION 2

TO RE-ELECT YBHG. DATUK JOHAR CHE MAT AS DIRECTOR UNDER CLAUSE 91 OF THE COMPANY'S CONSTITUTION

The Chairman informed the meeting that the third agenda was on the re-election of directors. Two (2) Directors would be retiring pursuant to Clause 91 of the Company's Constitution.

The Chairman then proceeded with Ordinary Resolution 2. Since the agenda was on his re-election, the Chairman handed over the chairmanship of the meeting and invited Encik George Oommen, the Senior Independent Non-Executive Director to chair the proceedings.

Encik George took over the Chair and thanked Datuk Johar for the invitation.

Encik George informed that under Clause 91 of the Company's Constitution, Datuk Johar Che Mat would retire by rotation and being eligible, had offered himself for re-election.

Encik George then handed the Chair back to Datuk Johar.

AGENDA 3 (II) - ORDINARY RESOLUTION 3

TO RE-ELECT PUAN ZAIDA KHALIDA SHAARI AS DIRECTOR UNDER CLAUSE 91 OF THE COMPANY'S CONSTITUTION

The Chairman informed the meeting that under Clause 91 of the Company's Constitution, Puan Zaida Khalida Shaari would retire by rotation and being eligible, had offered herself for re-election.

AGENDA 4 (ORDINARY RESOLUTION 4)

TO APPROVE THE PAYMENT OF DIRECTORS' FEES AND THE PAYMENT THEREOF TO THE DIRECTORS FOR THE PERIOD FROM THE 48TH AGM UNTIL THE NEXT AGM IN 2022 ON QUARTERLY BASIS

The Chairman informed the meeting that the proposed Ordinary Resolution 4 was to approve the payment of Directors' fees and the payment thereof to the Directors for the period from the 48th AGM until the next AGM in 2022, to be payable on a quarterly basis as follows: -

Directors' Fees	Chairman		Directors	
	Per Quarter	Per Annum	Per Quarter	Per Annum
Board	RM32,500	RM130,000	RM17,500	RM70,000
<ul style="list-style-type: none">• Audit Committee• Risk Management Committee	RM5,500	RM22,000	RM4,250	RM17,000
<ul style="list-style-type: none">• Nomination Committee• Remuneration Committee• Investment Committee	RM4,250	RM17,000	RM3,000	RM12,000

AGENDA 5 (ORDINARY RESOLUTION 5)

TO APPROVE DIRECTORS' BENEFITS (EXCLUDING DIRECTORS' FEES) PAYABLE TO THE DIRECTORS FROM THE CONCLUSION OF THIS AGM UP TILL THE CONCLUSION OF THE NEXT ANNUAL GENERAL MEETING IN 2022

The Chairman informed the meeting that the proposed Ordinary Resolution 5 was to approve the payment of Directors' benefits (excluding Directors' Fees) payable to the Directors up to an amount of RM926,435 from the conclusion of the 48th AGM until the conclusion of the next AGM in 2022.

He mentioned that the Directors' benefits shall remain unchanged as per the approval obtained at the last AGM in 2020, save for the additional increase in medical benefits as approved by the Board at its meeting held on 28 May 2021.

He added that the proposed increase in medical benefits was to make the remuneration package to be more attractive in drawing and retaining Directors as well as to commensurate with their responsibilities and accountabilities.

AGENDA 6 (ORDINARY RESOLUTION 6)

TO REAPPOINT MESSRS. ERNST & YOUNG PLT AS AUDITORS FOR THE FINANCIAL YEAR ENDING MARCH 31, 2022 AND TO AUTHORISE THE DIRECTORS TO FIX THEIR REMUNERATION

The Chairman informed the meeting that the retiring Auditors, Messrs. Ernst & Young PLT (“EY”), had indicated their willingness to be reappointed.

The Chairman then invited a shareholder to propose that EY be reappointed as Auditors of the Company for the ensuing year and that the Directors be authorised to fix their remuneration under Ordinary Resolution 6.

AS SPECIAL BUSINESS:

AGENDA 7 (ORDINARY RESOLUTION 7)

PROPOSED RENEWAL OF THE AUTHORITY FOR DIRECTORS TO ALLOT AND ISSUE NEW ORDINARY SHARES OF MNRB FOR THE PURPOSE OF MNRB DIVIDEND REINVESTMENT PLAN (“DRP”)

The Chairman then proceeded with Special Business of the meeting which was to pass Ordinary Resolution 7 on the proposed renewal of the authority for the Directors to allot and issue new ordinary shares of MNRB for the purpose of MNRB DRP that would provide shareholders the option to elect to reinvest their cash dividend in new MNRB shares.

The Chairman added that the proposed Ordinary Resolution 7 if passed, would give authority to the Directors to allot and issue shares for DRP in respect of dividends to be declared until the next AGM. He added that the next renewal of this authority would be sought at the next AGM in 2022.

AGENDA 8

TO TRANSACT ANY OTHER BUSINESS WHICH MIGHT PROPERLY BE TRANSACTED AT THE ANNUAL GENERAL MEETING

The Chairman informed the meeting that he had been advised by the Company Secretary that no notice was received from the shareholders for any other business to be transacted under this agenda item.

Q&A SESSION

Before the Chairman proceeded with the Q&A session, he informed the shareholders that the Company did not receive questions for the AGM from MSWG for this year.

However, the Company had received questions posed by the shareholders prior to the meeting. He then invited the President & GCEO to read questions and the Company's responses.

At the invitation of the Chairman, the President & GCEO then read the Company's responses to the questions received from the shareholders prior to the meeting as attached in the **Appendix I** of these Minutes.

The Chairman then informed the shareholders that apart from questions received prior the AGM, the Company also received questions live posted during this meeting. He mentioned the questions received, would be moderated by Securities Services and for those multiple and repetitive questions posed by the shareholder, proxies or corporate representatives, Securities Services would summarise them collectively.

The key questions/issues that were raised by the shareholders, which were addressed by the Chairman, the President & GCEO and GCFO as attached in the **Appendix II** of these Minutes.

After reasonable time given, the Chairman announced that the Q&A session was closed. He mentioned that for questions that were missed out and not answered during the meeting, Management would post the answers on the Company's website.

POLL VOTING

The Chairman then declared the Meeting adjourned at 12.30 p.m. for the poll and poll count, and that the meeting would resume at 1.05 p.m. for the declaration of the poll results in respect of Ordinary Resolutions 1 to 7.

DECLARATION OF THE POLL RESULTS

At 1.05 p.m., the Chairman resumed the Meeting to announce the poll results. He informed that he had received the results from the appointed Scrutineer, Messrs. Commercial Quest and read out the poll results to the shareholders and proxies present.

The poll results announced were as follows:-

ORDINARY RESOLUTION 1 – for the payment of a single-tier dividend of 4 sen per ordinary share in respect of FYE 2021. The results were as follows: -

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
449,897,897	99.9986	6,367	0.0014

The Chairman declared that Ordinary Resolution 1 was carried.

ORDINARY RESOLUTION 2 - for the re-election of YBhg. Datuk Johar Che Mat as Director of the Company under Clause 91 of the Company's Constitution. The results were as follows:-

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
442,933,923	99.9761	105,838	0.0239

The Chairman declared that Ordinary Resolution 2 was carried.

ORDINARY RESOLUTION 3 - for the re-election of Puan Zaida Khalida Shaari as Director of the Company under Clause 91 of the Company's Constitution. The results were as follows:-

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
442,931,331	99.9755	108,437	0.0245

The Chairman declared that Ordinary Resolution 3 was carried

ORDINARY RESOLUTION 4 – for the payment of Directors' Fees and the payment thereof to the Directors for the period from the 48th AGM of the Company until the next AGM of the Company in 2022 payable on a quarterly basis. The results were as follows:-

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
443,055,248	98.4851	6,815,084	1.5149

The Chairman declared that Ordinary Resolution 4 was carried.

ORDINARY RESOLUTION 5 – for the approval of Directors' Benefits (excluding Directors' Fees) payable to the Directors from the conclusion of this AGM up till the conclusion of the next AGM in 2022. The results were as follows:-

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
442,321,558	98.3792	7,287,177	1.6208

The Chairman declared that Ordinary Resolution 5 was carried.

ORDINARY RESOLUTION 6 – for the reappointment of Messrs. Ernst & Young PLT as the Auditors of the Company for the Financial Year Ending March 31, 2022. The results were as follows: -

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
449,545,165	99.9806	87,217	0.0194

The Chairman declared that Ordinary Resolution 6 was carried.

ORDINARY RESOLUTION 7 – for the proposed renewal of the authority for Directors to allot and issue new ordinary shares of MNRB for DRP. The results were as follows: -

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
449,005,956	99.8031	885,958	0.1969

The Chairman declared that Ordinary Resolution 7 was carried.

The poll results were attached in the [Appendix III](#) of these Minutes.

CLOSING OF THE MEETING

The Chairman then thanked the shareholders for their participation and perseverance during the meeting and declared the 48th AGM closed. On behalf of the Board of MNRB, the Chairman once again thanked the shareholders for their continued trust and support during these extraordinary times.

There being no further business, the meeting was declared closed by the Chairman at 1.20 p.m.

- Signed on 20 October 2021 –

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Confirmed



Questions received from shareholders prior to the AGM

No.	QUESTION	RESPONSE
1.	<p>Malaysian Reinsurance Berhad (“Malaysian Re”)’s financial year (“FY”) 2021 performance continued to be impacted by several large domestic losses due to exposure to Oil & Gas. For 1Q FY 2022, Malaysian Re’s domestic market continued to be impacted by large losses such as Velesto Naga 7 and Prasarana.</p> <p>Apart from Oil & Gas sector, what were the other segments that were considered high risk (if any)? What was the current exposure to these segments?</p>	<p>Apart from Oil & Gas sector, there were also other segments which were considered as high risk, such as Metal Work, Textile and Carpet. However, the current exposure in these segments was not significant e.g. < 5%, compared to total market incurred loss.</p>



Questions received from shareholders prior to the AGM

No.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p>What was the current exposure to the products that provided protection against natural catastrophic events?</p>	<p>Flooding was the most prevalent natural catastrophe (“Nat Cat”) event in the region. Other international Nat Cat events included predominantly typhoon and earthquake.</p> <p>Malaysian Re did provide coverage against Nat Cat exposure to cedants across many countries including Malaysia.</p> <p>Malaysian Re then purchased retrocession limit up to RM400 million against Nat Cat in Malaysia and currently the utilization was at RM388 million.</p> <p>For international business, there were various levels of protection across different regions. Overall, the Nat Cat exposure was well within its retro protection.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p>Given the current business portfolio, how did Malaysian Re plan to manage foreseeable claims and ultimately improve underwriting results?</p>	<p>Malaysian Re's business comprised of approximately 57% domestic portfolio with the remaining exposure in the international market. Malaysian Re actively managed its underwriting results via:-</p> <ul style="list-style-type: none">• Robust client selection to ensure sufficient margins and in addition monitor the balance of the overall portfolio.• Diversification into new line of business, territory and product offerings.• Monitoring and managing Nat Cat accumulation across all portfolios to be within retro protection.• Retrocession protection had been arranged to protect large and catastrophe losses which could stabilize our result.



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
2.	<p><u>Strategic priorities for Malaysian Re</u></p> <p>Based on page 20 of the Annual Report 2021, Malaysian Re's strategic priorities included partnerships with Lloyd's syndicates to explore new opportunities for overseas business, expansion of agriculture business as well as growth in Retakaful business globally and locally.</p> <p>What was the current and target exposure as well as the overall performance for Partnership with Lloyd's syndicates?</p>	<p>The maximum exposure in Lloyd's Syndicate was capped to total Funds at Lloyd's placed by Malaysian Re which was currently GBP7.63 million plus additional 25% for adverse development.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p>What was the current and target exposure as well as the overall performance for Agriculture business?</p>	<p>Malaysian Re's Agriculture book size for FY2021 was at RM63.85 million mainly from China and India accounts. This made up approximately 4.5% of the Company's total gross premium.</p> <p>FY2021 performance had been quite favourable on overall where it had booked Combined Ratio in the mid-90s. Malaysian Re was forecasting a slight increase in premium written for FY2022 of more than RM70 million.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
3.	<p><u>Retakaful business</u></p> <p>How did Malaysian Re's Retakaful Division, MRRD, plan to venture into the global general retakaful market?</p> <p>What would be the direction in the global perspective and whether Malaysian Re would utilise its office in Dubai for this purpose?</p>	<p>For global ventures into retakaful, MRRD had leveraged on Malaysian Re's reinsurance presence and had participated in general Retakaful risks in Indonesia and Pakistan. So far MRRD had secured about RM6 million worth of business from these regions.</p> <p>Adopting a similar approach, further expansion into Middle East market was being researched with support from Malaysian Re Dubai office.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p>Family retakaful business could provide a growth catalyst for Malaysian Re and help to reduce dependency on VC business, which by nature, was vulnerable upon the ability to renew business on a yearly basis and limited by the growth in the local general insurance industry:</p> <p>We noted on the partnership with Pacific Life Re in this area. Could Malaysian Re share any details and the intended outcome from the initiative (i.e. targets)?</p>	<p>Collaboration with Pacific Life Re (“PLR”) allowed MRRD access to PLR expertise to jointly develop Malaysian Family Takaful market.</p> <p>Under the arrangement, PLR extended its support to MRRD in product development, underwriting, pricing and experience analysis. This included access to PLR underwriting systems and underwriting capacity which were necessary requirements to take lead share in a treaty.</p> <p>Together with the internal shariah expertise in MNRB Group, MRRD was then able to offer end to end shariah compliant world class Retakaful solutions to Malaysian clients.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
4.	What was the overall plan to increase family retakaful segment, and what would be the most key challenges in doing so?	<p>MRRD's strategic plan to increase family retakaful business focused on these objectives:-</p> <ul style="list-style-type: none">• Increase penetration rate especially to B40 and lower M40 income segments, which had been identified as the main target market. The government is also keen to develop coverage protection for this group. The challenge here was related to lack of data and experience for pricing. Current solution for this was to price conservatively.• Close protection gap with development of new products which promote higher protection amount and additional range of new coverages. Partnership with PLR helped MRRD to be competitive and enhance MRRD ability to offer a comprehensive Retakaful terms as well as solutions.• Since the initiative was launched in Jan-2021, we had secured a few treaties for product developed for B40 segments and community with special needs.



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p>Was there any premiums target to be derived from family retakaful business, or mix target against Malaysian Re's business composition in the next 3 years?</p>	<p>MRRD targeted to write about RM80 million New Business Contributions over the next 3 years. Relatively, this was still a small proportion of Malaysian Re's overall income.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
5.	<p><u>COVID-19 payment assistance programme</u></p> <p>Takaful IKHLAS Family had extended the COVID-19 Takaful Contribution Deferment Programme until 31 December 2021.</p> <p>Takaful IKHLAS General had extended the COVID-19 Motor Takaful Relief Programme until 14-Sep-2021.</p> <p>What was the current take-up rate for this programme and did they foresee increasing application until the end of application window? How would this impact the financial performance of Takaful IKHLAS Family for FY2022?</p>	<ul style="list-style-type: none"> • Takaful IKHLAS Family foresaw the extension of “Contribution Deferment Programme” to 31-Dec-2021 would not result in a significant impact to financial performance. Between January to June 2021, only 47 cases with gross contribution of around RM25,000 were registered under this programme. In comparison, between April to June 2020, the Company had registered more than 1,000 participants under this programme with more than RM500,000 gross contribution. • Takaful IKHLAS General recorded over 150,000 certificates benefited from the COVID-19 Motor Takaful Relief Programme. The programme was run within 24-Apr-2020 to 23-Jun-2020, and re-run within 11-Jun-2021 to 14-Sep-2021. There were other COVID-19 Relief programmes which were still running, which they foresaw would increase of take up rate by 20% in view of the SOP relaxation under Phase 2 PPN.



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p><u>Claims</u></p> <p>The movement restriction due to COVID-19 in 2020 had partly contributed to the lower claims for Motor and Personal Accident (“PA”) products, as well as lower claims for family takaful products due to deferment of elective procedures by customers.</p> <p>As the economy opened up, how did the Company foresee the claims growth of Takaful IKHLAS Family and Takaful IKHLAS General?</p>	<ul style="list-style-type: none">• Takaful IKHLAS Family anticipated the claims trend would normalize to pre-MCO experience, especially on admission for injury due to sports activities and motor vehicle accident. In addition, there would be more admission on acute cases for juvenile and elective procedures which had been deferred earlier.• Takaful IKHLAS General foresaw a possibility of claims from Motor and Personal Accident would also normalize in line with the opening of economy and relaxation of MCO.



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p><u>New Mobile App</u></p> <p>On page 38 & 40 of the Annual Report 2021 - Takaful IKHLAS Family and Takaful IKHLAS General were embarking on a new mobile apps for agents (PRIME and IKHLAS-Q, respectively) to improve turnaround time on quotation, certificate acceptance and overall sales experience.</p> <p>Please share the details on the current and target turnaround time under this initiative?</p>	<ul style="list-style-type: none"> • For Takaful IKHLAS Family, PRIME would be a comprehensive portal for intermediaries that would provide advance business experience that: <ul style="list-style-type: none"> <input type="checkbox"/> Enables intermediaries to perform end-to-end business submission from registration, providing advice and solutions to prospect until payment processes. <input type="checkbox"/> Could be accessed via multiple platforms. <input type="checkbox"/> Allow intermediaries to conduct remote sales and cross-sell / up-sell business activities. • For Takaful IKHLAS General, IKHLAS-Q mobile apps was developed for Perodua Branches for a quick online quotation by sales advisors to enhance the overall sales experience.



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p><u>Partnerships with other online platforms</u></p> <p>On pages 38 & 40 of the Annual Report 2021 - Takaful IKHLAS Family and Takaful IKHLAS General were increasing partnerships with other online platforms by utilising its Application Programming Interface.</p> <p>What was the annual sales target from this digital partnerships?</p>	<p>For commercial reasons, the Company could not disclose the sales targets for these digital partnerships, but expected them to be a small percentage of total sales to begin with.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p>What was the value add of this partnership in comparison to other distribution channels (i.e. lower cost, higher market visibility)?</p>	<p>For Takaful IKHLAS, the partnership collaboration was seen as a potential new segment of customers to target. Thereafter, the platform would provide an easy and fast experience to customers in subscribing to the products and services.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
6.	<p><u>MNRB HOLDINGS BERHAD</u></p> <p><u>Net Investment Income</u></p> <p>Net Investment Income for FY2021 and 1QFY2022 declined by 21% and 49% year-on-year, impacted by lower realised gains and fair value gains, respectively.</p> <p>Given the volatility in the capital market pursuant to the economic uncertainty, how did MNRB plan to improve net investment income going forward?</p>	<p>MNRB had been and was continuously exploring locking in the capital gains from Bonds / Sukuks, where possible, without opportunity loss.</p> <p>MNRB had over the years built up its Bond/Sukuk portfolio which was the bulk of its assets and would continue to contribute to investment income. MNRB continued to monitor the market closely and investment decisions would be made with proper analysis being done.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p><u>MFRS17 Implementation</u></p> <p>On page 184 of Annual Report 2021 -The Group and the Company were in the midst of implementing the relevant systems solution, architecture and processes to ensure compliance to the said standard.</p> <p>Given the effective implementation of the standard for the periods beginning on or after January 1, 2023, what was the progress on the overall implementation, and how much was the additional cost for the MFRS17 related work scope?</p>	<p>MNRB Group would adopt the standard for the financial year beginning 1 April 2023. The Group was currently in the midst of carrying out User Acceptance Tests for the system solution which was targeted to go live in the first quarter of financial year ending 31 March 2023.</p> <p>The implementation budget for the whole Group was approximately RM30 million of which about 60% had been incurred to-date.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p>Once MFRS17 takes effect, how would it impact the reporting of MNRB Group's P&L in general and Takaful IKHLAS Family, specifically?</p>	<p>There would be a change in the pattern and timing of the recognition of the profit and liabilities under MFRS17 compared to MFRS 4, mainly due to the discounting of the liabilities as well as an upfront recognition of any onerous contracts under MFRS17 which were not required under MFRS4.</p> <p>However, the impact of MFRS17, when taken as a whole for the entire duration of the contracts being underwritten would not be materially different from MFRS4.</p>

Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i> <u>Sustainability - Key Sustainability Matters</u></p> <p>In Sustainability Statement (page 34 of Annual Report 2021), MNRB reported on 'Actual Turnaround Time' ("TAT") and 'Corrective Measures Taken' ("CMT") as part of initiatives to improve customer satisfaction under key Sustainability Matter.</p> <p>For Takaful IKHLAS Family's FY21, the number of days for TAT and CMT was the same while for Takaful IKHLAS General, the number of days for CMT was lower than TAT.</p> <p>i. Could MNRB provide more explanation on the TAT versus CMT?</p> <p>ii. Was there any specific target set for the TAT and CMT?</p>	<p>i. TAT referred to a standard time commitment to resolve a complaint case as per the Complaint Manual and BNM requirements.</p> <p>CMT referred to the actual average time taken to resolve complaint cases for the respective financial year.</p> <p>ii. The objective was to resolve all complaint cases within the stipulated TAT. The CMT targeted that on average, complaint cases were resolved earlier than the TAT commitment.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p><u>Responsible Products & Services</u></p> <p>MNRB focused on products that address climate risk and provide protection to underserved and unserved segments of the market.</p> <p>What was the current and target exposure under this initiative? What was the Group's aspiration under this Sustainability Matter?</p>	<p>From a sustainability perspective, additional focus was given towards risks that related to climate change and the protection of underserved and unserved groups. MNRB defined responsible products and services as takaful and reinsurance solutions that effectively tackled the Environment, Economy and Social (EES) impediments faced by the stakeholders.</p> <p>Providing accessible and affordable reinsurance, retakaful and takaful solutions to address the needs of various clients/ market segments, such as:-</p> <ul style="list-style-type: none"> • Reinsurance Business: <ul style="list-style-type: none"> ✓ Catastrophe modelling tools to support corporate clients in assessing natural hazards; ✓ Property & Engineering Reinsurance (Treaty & Facultative): Reinsurance that protects property against natural disaster risks.



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
		<p>(Cont'd)</p> <ul style="list-style-type: none">• Takaful Business:<ul style="list-style-type: none">✓ IKHLAS Basic Term Takaful & IKHLAS Value Term Takaful provided protection in the event of death and Total Permanent Disability at an affordable rate;✓ IKHLAS Agro Nurani was a special 24-hour, worldwide protection plan designed for the OKU community'✓ IKHLAS Waqf and Endowment was a complimentary benefit to all individual Takaful IKHLAS General participants. <p>MNRB worked within the existing Underwriting Guidelines, Product Management Framework and Product Pricing Policy to design and develop products and services, including the offerings which addressed economic and environmental impact to various stakeholders especially those in underserved and unserved segments of the population.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p><u>Board Evaluation & Assessment</u></p> <p>Based on page 96 of the Annual Report, the board evaluation for the period under review was conducted externally by Securities Services Sdn Bhd.</p> <p>What were the strengths and areas of improvements that were identified through the assessment?</p>	<p>The results of the Board Effectiveness Evaluation generally reflected the consensus that the Board and the individual Director's level of performance was more than satisfactory. Overall, the Board was a respectable Board comprising experienced members who understand the importance of strategic direction and sustainable growth.</p> <p>Although the Board was generally well - composed, there was room for improvement in some of the Directors' depth and breadth of knowledge of the Group's business and the complexities involved.</p> <p>MNRB was addressing these gaps in knowledge through specific training programs and rotation amongst Board members through the various Board committees.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
	<p><i>(Cont'd)</i></p> <p><u>Board Evaluation & Assessment</u></p> <p>Based on page 96 of the Annual Report, the board evaluation for the period under review was conducted externally by Securities Services Sdn Bhd.</p> <p>What were the strengths and areas of improvements that were identified through the assessment?</p>	<p><i>(Cont'd)</i></p> <p>Amongst the areas the Board recognized to be given continuous focus were as follows:-</p> <ul style="list-style-type: none">• Innovation and market operations;• MNRB Group Transformation; and• Directors' development and training programs. <p>The detailed findings of the Board Effectiveness Evaluation and recommendations by Securities Services could be found under Practice 5.1 of the Corporate Governance Report 2021.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
7.	What was the biggest mistake MNRB had made last year and what had MNRB done?	<p>The Group had various strategies and initiatives under its Business Plan and Transformation Program but as with any plan, some were successfully implemented and some were still in the process of being executed.</p> <p>The continuing situation of the pandemic had made it difficult to successfully execute all the initiatives but MNRB constantly adjust their plans to overcome these challenges.</p> <p>Rest assured, MNRB was working hard to achieve the targets that had been set for FY2022 and the coming years.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
8.	What had MNRB been doing that their competitors had not?	<p>Some of MNRB unique initiatives included:-</p> <ul style="list-style-type: none">• The establishment of a Digital and Innovation Department to develop, test and implement digital tools such as Application Programming Interface (API), mobile apps for agents and improve the existing Web Transaction Platform. The team had successfully built these tools in record time in the past 9 months.• Expansion of new virtual branches in promising target markets in Perak and Pahang. Further expansion in other new markets was being executed.• The use of Robotic Process Automation in the claims processes to speed up claims turnaround time.



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
9.	Kindly give some e-vouchers, food vouchers or e-wallet (no discount vouchers please) for being loyal shareholders and attending this meeting. Times were bad now. Please be considerate to us shareholders during these trying times.	<p>In prior years, during physical AGM, MNRB had always provided door gifts/vouchers to AGM attendees as the token of appreciation for shareholders' continued support.</p> <p>However, last year, as the AGM was held virtually, no door gifts/vouchers were provided.</p> <p>Similarly this year, as the AGM was held virtually again, no door gifts/vouchers was provided. However, the Company took note of the request.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
10.	<p>The Dividend/Nett earning of MNRB had been low all these years. For comparison, it was 7%/24% was 29.2% for financial year ended 31 March 2021. This was contrary to the Chairman's statement in 2013 or 2014 reports that MNRB would pay out 40% of nett profit. Also, it was low if compared to those of the contemporary companies in Bursa (39% - 86%).</p> <p>Could MNRB give a satisfactory explanation to the shareholders?</p>	<p>The current dividend policy was to pay between 30% to 75% of its Group net profit for that financial year subject to various factors including availability of cash reserves, maintaining acceptable level of gearing</p> <p>Additionally, as the Group was governed by the Financial Services Act 2013, any declaration or payment of dividend needed to be approved by BNM first.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
11.	<p>The nett earning per share of RM0.24 was the second lowest paid out by the listed insurance companies in Bursa, beating the lowest (RM0.19) by only a small margin but a far cry from the leader (RM 1.50).</p> <p>Could you please also explain why MNRB behaved a laggard?</p>	<p>Earnings per share (EPS) was not a suitable measure to compare between companies as every company had a different share capitalization structure.</p> <p>Return on Equity (ROE) was a more relevant metric to compare. In this regard, MNRB's ROE was 7.8%, which was fourth-highest amongst the 9 listed insurance and takaful-related companies and close to the average of 8.1%.</p>



Questions received from shareholders prior to the AGM

NO.	QUESTIONS	RESPONSES
12.	<p>A proposition in regard with the Ordinary Resolutions 4 (Directors' Fees) and 5 (Directors' Benefits).</p> <p>Could you please elaborate that, in view of the above below-average performance, what had the Directors done in protecting and placing the interest of the shareholders above that of the company and Directors?</p> <p>Why they deserved such pay-out of Directors' fee and benefits?</p>	<p>FYE2021 was a challenging year due to the unprecedented Covid-19 pandemic. Nonetheless, the Group had delivered an improved result and this was contributed much by the guidance, wisdom and support of MNRB Board. Based on the good performance of the Group, the Board was recommending a dividend to shareholders.</p> <p>Taking into account the situation, the Board was not proposing for an increase to the Directors Fees for FYE2022. The same basis applied for Directors' Fees FYE2021 would be retained for FYE2022. As for revised Medical benefits, the additional benefits were mainly to attract and retain Directors. Despite the increase in limit, payment would only be made as and when, based on actual incurred basis. Therefore, it was not an additional cash to be given to the Directors.</p>



Questions received from shareholders during AGM

Appendix II

No.	Question	Response
1.	What was the reason for the spike in the combined ratio of Takaful Fire Insurance Business to 106.3% despite its relatively low claim ratio of 16.3%? (Page 70 of the Annual Report).	<p>The computation of the combined ratio for general takaful business was different from the conventional insurance's combined ratio. The combined ratio for takaful was computed based on claims incurred plus retakaful commission over earned contribution net of wakalah fees income.</p> <p>The higher combined ratio was mainly due to a reduction in the net earned contribution as a result of:-</p> <ul style="list-style-type: none">a) Higher wakalah fees income due to increase in gross contribution for the year. This provided for higher income to the shareholder's Fund which directly contributed to the higher profit.b) A change in the computation for earned contribution to better reflect the unexpired portion of the tabarru' in the general takaful fund
2.	Our share price has been trading at extremely low PER and PBV ratio. What were the reasons for the disinterest and what were the plans that the Company has in order to rectify the situation?	<p>Share price was affected by many factors such as overall market performance, investor interest in a particular industry sector, industry dynamics, company performance. Not all factors were within the Company's control.</p> <p>On our part, we were focused on strengthening the fundamentals of the Company as we want to ensure the improvement of the share price would be based on fundamentals, not speculation.</p> <p>We were also keeping the investors updated of the Company's development in order to boost the investors' confidence and interest in the Company's share.</p>

Questions received from shareholders during AGM

No.	Question	Response
3.	<p>In the past few years, our underwriting performance had been in the red. In FY2021, we managed to turn the corner and registered a small underwriting profit. Although the Group's overseas reinsurance business' combined ratio had improved, but it was still at above 100%. This show that we were making underwriting loss in overseas business and profits were mainly derived from investment income.</p> <p>a) What were the initiatives to ensure that the underwriting performance continues to improve and strengthen from here on?</p> <p>b) What were the plans to improve the combined ratio especially the oversea combined ratio which was more than 100%?</p> <p>c) Please enlighten shareholders who were not very familiar with reinsurance business, was this situation healthy?</p>	<p>We would continue to strengthen our underwriting discipline to be bottom-line focus.</p> <p>a) To strengthen the momentum of our achievements to date, our reinsurance and retakaful business would continue to capitalise on new market opportunities such as in the binders and agriculture segments.</p> <p>b) We would work on strengthening our underwriting capabilities and be more selective when evaluating growth opportunities.</p> <p>c) With the ongoing remodelling of the underwriting portfolio taking place, we expect the international business to be profitable in the future</p>

Questions received from shareholders during AGM

No.	Question	Response
	<p>d) Would it be more profitable for the Group, if we reduce the exposure in International Business and deploy the capital to local business, or directly earn the investment profit from the conserved capital?</p>	<p>d) We also see more opportunities to significantly grow our family retakaful business and capture more business in the domestic market in collaboration with our partners.</p> <p>Takaful:-</p> <ul style="list-style-type: none"> • Our general and family takaful arms would continue its strong growth in the domestic takaful industry through an increased presence in all channels. • We foresee continual growth of our active agency force and greater expansion of partnerships among both the bancatakaful and corporate channels. • We remain focused on enhancing the customer experience with Takaful IKHLAS to ensure our customers encounter a smooth process when participating in protection plans for their families and properties, as well as get help when they most need it.
4.	<p>Would the board kindly consider giving us e-wallet as a token of appreciation for attending today's RPV meeting?</p>	<p>The Company would consider giving the gifts to the shareholders when we revert to a physical AGM.</p>
5.	<p>How much does the company spend on this virtual AGM? How much was the cost saving of this virtual AGM as compared to the physical AGM?</p>	<p>The total cost for the virtual AGM in 2020 was approximately RM42,000. The total cost for physical AGM in 2019 was RM67,678, which a saving of RM25,678. Total cost for the hybrid AGM in 2021 was RM66,900.</p>



Questions received from shareholders during AGM

No.	Question	Response
6.	<p>Referring to Malaysian Reinsurance Berhad (“Malaysian Re”):-</p> <p>a) What was the latest status of VC (“Voluntary Cession”)? Has the rate of 2.5% on all classes been extended? If so, extended to what date?</p> <p>b) How much in percentage was the reinsurance business derived from VC in FY2020?</p> <p>c) It was reported that we have 60% market shares in the local reinsurance business. However, previously we seem to have higher market shares.</p>	<p>a) The VC renewal has been on annual basis since December 2019 and the current VC arrangement was from January 1, 2021 to December 31, 2021. We are currently engaging Bank Negara Malaysia (“BNM”) for the annual review exercise and BNM would revert with its decision in the later part of the calendar year.</p> <p>b) In FYE 2020, VC contributed RM424.9 million or 32.5% out of the total gross premium. In FYE 2021, VC contributed RM423.2 million or 29.6% of the total gross premium.</p> <p>c) The fluctuation of the market share is in line with our strategy to rationalize non-performing domestic treaties with a priority on the bottom line.</p>
7.	<p>MNRB had raised a big sum of capital from shareholders in 2018. The Company also declared minimal dividends from its improved profits over the past 3 years and introduced Dividend Reinvestment Plan (“DRP”) scheme to further conserve capital.</p> <p>a) This makes shareholders worry - what is the reason for needing to conserve so much capital?</p>	<p>a) As disclosed in note 34 of the Financial Statements (page 239) the Group measures and monitors its capital position through its Group Capital Adequacy Ratio (GCAR) in line with BNM’ s capital requirement for Insurance Groups.</p>

Questions received from shareholders during AGM

No.	Question	Response
	<p>b) Please disclose the capital adequacy ratio of the Group. Have we achieved the BNM requirement in Capital Adequacy Level?</p> <p>c) Why was the Company paying such a low dividend, i.e around 15% of FY2021 profit.</p> <p>d) What would be the moving forward dividend policy and the frequency of dividend, quarterly, half yearly or annually?</p> <p>e) Was it possible for the Company to declare higher dividend?</p>	<p>The Group has a Capital Management Plan designed to ensure that the main operating subsidiaries are sufficiently capitalised whilst maximising the Group's value by optimising capital structure.</p> <p>The capital raised through the Rights Issue exercise of 2018 was utilised to improve the capital of the subsidiaries, especially when we split Takaful Ikhlas Berhad from a composite company to the Family and General takaful subsidiaries.</p> <p>The capital was being utilised to ensure the capital adequacy of the subsidiaries and for the future expansion and business requirements as mentioned</p> <p>b) We have achieved BNM's requirement in Capital Adequacy. However, due to confidentiality of the information, we were unable to disclose the Capital Adequacy Ratio of the Group.</p> <p>c) The total dividend payout of 7% compared to 2.5% last year represents 29% of FY2021 Profit After Tax.</p> <p>d) As informed earlier, the Group was governed by the Financial Services Act 2013. Hence, any declaration or payment of dividends needs to be approved by BNM first.</p> <p>e) In view of the above, the Dividend Policy moving forward would remain similar to the current policy as mentioned in the response earlier.</p>



Questions received from shareholders during AGM

No.	Question	Response
8.	<p>Given that the year 2020 represents the last year of MNRB's 3 Years Restructuring plan,</p> <p>a) Has MNRB achieved the intended results?</p> <p>b) I recall that one target is to have a Loss Ratio of less than 60%, did we achieve this?</p>	<p>a) We have generally achieved our gross premium, profitability and key metrics target. Had it not been for the impact of Covid-19 which has impacted the industry, we would have exceeded the profitability target.</p> <p>b) The loss ratio of 60% is typically more relevant to direct insurance companies and reinsurers are expected to recognise a higher loss ratio due to the large and volatile risk ceded.</p> <p>Nonetheless the loss ratio of 68% registered in FYE2021 was considered commendable, especially when compared to other selected reinsurance peers which registered a loss ratio within the range of 73% to 87%</p>
9.	<p>How has the various MCOs affect business performance? What are the factors that would affect our business?</p>	<ul style="list-style-type: none"> <p><u>Takaful:</u></p> <p>Takaful operators and insurers in Malaysia have been greatly affected by the various phases of Malaysia's harsh but necessary MCO since its initial implementation. While the enhanced restrictions have undoubtedly had an impact on the nation's socio-economy, the ensuing stimulus and relief measures such as the permissible delay in road tax renewals, have helped lessen some of the financial strain on the public.</p> <p>This, however, has affected the take-up of takaful covers especially for the motor, fire and mortgage reducing term assurance ("MRTA") segments and posed a challenge to our businesses.</p>



Questions received from shareholders during AGM

No.	Question	Response
		<p>Nevertheless, as an essential service, we would continue to serve our customers through all our touchpoints and address the challenge of limited physical engagement with customers.</p> <p>We have responded by:-</p> <ul style="list-style-type: none">a) Driving more sales via virtual engagements and enhancements to its online platform.b) Focused on efforts of renewals of covers to ensure adequate protection is in place.c) Developed further our digital platforms is enabling the relevant infrastructure, including application programming interface or API-ready tools, to support more efficient distribution of takaful products. <ul style="list-style-type: none">• <u>Reinsurance</u> <p>Reinsurers and retakaful operators experienced a rather volatile market in 2020 due to the impact of the COVID-19 pandemic.</p> <p>Investment assets experienced turbulence in markets as central banks globally cut interest rates to prop up their weakened economies. Towards the latter part of 2020, yields experienced a surge due to fears of inflation coupled with a rosier outlook on vaccine deployment.</p>



Questions received from shareholders during AGM

No.	Question	Response
		<p>In terms of claims, some global reinsurers made hefty provisions for COVID-19-related losses, especially with respect to event cancellation and business interruption. Due to the selective underwriting process carried out by Malaysian Re, our exposure to these areas was limited.</p> <p>Malaysian Re has adapted well to the new normal, with its employees continuing to collaborate effectively with each other, with partners and clients via meetings, virtual engagements, seminars and conferences.</p>
10.	<p>May I know, what is the Company's future outlook? What is the growth potential of the company? Where would it come from?</p>	<p>The pandemic has had an adverse economic impact in the last couple of years. Nevertheless, with increasing vaccination rates, declining infectivity and the corresponding expected economic recovery, the outlook for the Group remains positive.</p> <ul style="list-style-type: none"> • <u>Reinsurance</u> <p>We would continue to explore the development of new products and segments such as binders and agriculture. We continue to deepen our relationships in priority markets in Asia and the Middle East while looking at further opportunities in Europe.</p> <p>We look forward to expanding our non-proportional treaty portfolio, grow our non-property lines and exit non-performing programmes to maintain a diversified underwriting portfolio.</p>

Questions received from shareholders during AGM

No.	Question	Response
		<ul style="list-style-type: none"> • <u>Takaful</u> <p>Both Takaful Ikhlas Family Berhad (“Takaful IKHLAS Family”) and Takaful Ikhlas General Berhad (“Takaful IKHLAS General”), would look to bolster business expansion through leveraging on its distribution channels and product offerings.</p> <p>We would focus more efforts on digital transformation, including building an Application Programming Interface (API) to work with digital platforms, enhancing our partner applications and enhancing our online transaction platforms.</p> <p>Takaful IKHLAS Family would focus on growing its regular contribution portfolio through the introduction of new products and riders and enhancing the agency channel.</p>
11.	<p>a) What are the top 3 KPIs that the Company would look at when operating in the business?</p> <p>b) What’s important to the success of the Company?</p> <p>c) What is the market share of the Company in the market?</p>	<p>a) The top 3 KPIs were Top-Line Growth, Investment Optimization, Profitability.</p> <p>b) Success factors are:-</p> <ul style="list-style-type: none"> • capitalizing on growth opportunities in the reinsurance and takaful markets we participate in; and • enhancing the customer experience. <p>c) Market share:</p> <ul style="list-style-type: none"> • Family Takaful: 4.4% (Annualized Contribution Equivalent basis). • General Takaful: 13.1% (of general takaful market). • Reinsurance: 60% of domestic market.



Questions received from shareholders during AGM

No.	Question	Response
12.	What were the strategic plans to bring back profitability growth to the family takaful division?	<p>Takaful IKHLAS Family continues to grow its product portfolio with more regular contribution products that caters to the ever-changing needs of its customers and to ensure that customers have an array of product choices to meet their requirements.</p> <p>Takaful IKHLAS Family is also strengthening its presence in the Regular Business segment to ensure sustainability in revenues going forward. It also continues to strengthen its bancatakaful relationships and expand its agency network through strategic tie-ups with agency groups.</p> <p>At the same time, it is pursuing robust talent development activities within its agency channel in order to provide the best in class in customer service.</p>
13.	With regard to the DRP, I'm a long time and loyal shareholder of the Company. I would like to request the Company to waive off the revenue stamp for especially the minority shareholders.	When we first implemented the DRP in 2019, we had in fact absorbed the stamp duty on behalf the shareholders who had participated in the DRP.
14.	May I know if the Company could reward the shareholders with a bonus issue as the Company is making profits?	The Board would consider the proposal. However, it should be noted that the issuance of the bonus shares would further dilute the earnings per share of the Group.

NOTE: All the questions above were answered during the meeting. As mentioned by the Chairman during the AGM, the remaining unanswered questions below would be addressed via the Company's website.

Questions received from shareholders during AGM

No.	Question	Response
15.	<p>Under page 70 of the Annual Report, the Reinsurance Fire Segment claims ratio is at 65.1%, which is much higher than industry's fire insurance claims ratio of around 30%. Why is this the case?</p>	<p>The industry's Fire insurance claims ratio as mentioned was on net basis, after recoveries from Treaty & Facultative reinsurance/retakaful arrangements.</p> <p>The claims ratio between the direct and reinsurance business is different as reinsurers would pick up the peak risk/exposures whilst direct insurers were able to retain smaller risk such as the House Owner policies.</p> <p>As the function of reinsurance was to protect direct insurers against shock losses. It is only natural for reinsurers to carry a higher claims ratio. However, this was mitigated by way of geographical diversification which results in a smoother albeit smaller margin.</p>
16.	<p>As a GLC, does PERKUKUH Pelaburan Rakyat initiative announced by the government has any impact on the Company in the future?</p>	<p>The PERKUKUH initiative aims towards uplifting Government-Linked Investment Companies' ("GLICs") performance whilst future proofing GLICs with best-in-class governance, capabilities and strategies. The synergistic collaboration of all GLICs would bring about a positive impact on our economy.</p> <p>The PERKUKUH would continue to strengthen MNRB's position in undertaking the various initiatives to enhance our governance, improve our investment and operational efficiency, bolster our talents and capability development as well as to sustain our long-term profit outlook.</p>

23rd September 2021


The Chairman
MNRB Holdings Berhad
 48th Annual General Meeting

Dear Sir,

As Poll Administrator appointed for the purpose of the Poll taken at the Annual General Meeting of the Members of the Company held on 23rd September 2021, I HEREBY CERTIFY that the result of the Poll is correctly set out as follows:-

	VOTES FOR	NO. OF RECORDS	%	VOTES AGAINST	NO. OF RECORDS	%	VOTES TOTAL
RESOLUTION 1	449,897,897	334	99.9986	6,367	23	0.0014	449,904,264
RESOLUTION 2	442,933,923	287	99.9761	105,838	55	0.0239	443,039,761
RESOLUTION 3	442,931,331	288	99.9755	108,437	55	0.0245	443,039,768
RESOLUTION 4	443,055,248	246	98.4851	6,815,084	99	1.5149	449,870,332
RESOLUTION 5	442,321,558	228	98.3792	7,287,177	114	1.6208	449,608,735
RESOLUTION 6	449,545,165	304	99.9806	87,217	41	0.0194	449,632,382
RESOLUTION 7	449,005,956	294	99.8031	885,958	56	0.1969	449,891,914

Your faithfully,
 For and on behalf of
 Boardroom Share Registrars Sdn Bhd


 Mohamed Sophiee Afimad Nawawi
 Senior Manager

