

The Britannia Steam Ship Insurance Association Limited

Regulated Board

Terms of Reference

Introduction

1. The primary decision-making body of The Britannia Steam Ship Insurance Association Limited (the "Association") is the Regulated Board (the "Board"). The Association, together with The Britannia Steam Ship Insurance Association Europe, is controlled by The Britannia Steam Ship Insurance Association Holdings Limited ("Britannia Holdings"); the three companies together are referred to as Britannia. Appendix I shows the structure of Britannia.
2. The Board is established pursuant to the Association's Articles of Association (the "Articles") and, unless specifically stated otherwise, the terminology, words or expressions used in these Terms of Reference shall have the same meaning as in the Articles. The Board's authority is subject to the Reserved Matters concerning group strategy and policy and any Group Authority of Britannia Holdings in respect of them.

Membership

3. The Board consists of a minimum of seven and a maximum of twelve non-executive Directors plus two executive Directors appointed from Tindall Riley (Britannia) Limited (the "Managers") (the "Manager Directors"). The non-executive Directors shall include:
 - (a) the Chairman of the Board;
 - (b) the Deputy Chairman;
 - (c) one or two expert Directors (having expertise in the marine, insurance or investment industries) (the "Expert Director(s)"), one of whom shall be the Senior Independent Director; and
 - (d) up to a further nine Directors.

Role of the Board

4. The Board shall:
 - (a) following recommendations from the Nomination Sub-Committee of Britannia Holdings, decide upon the election, re-election and removal of Directors, the

Chairman, the Deputy Chairman, the Expert Directors, the members of the Board's sub-committee, the Risk & Audit Group and who shall act as its chairman;

- (b) having taken the advice of the Managers and taking account of the strategy and Group Authorities of Britannia Holdings, determine:
 - (i) the Association's overall strategy;
 - (ii) the Association's investment strategy;
 - (iii) the Association's risk and capital management strategy and, in turn, its risk appetite;
 - (iv) the Association's reinsurance strategy;
 - (v) changes to the Articles;
 - (vi) changes to advance, deferred and release Calls in respect of Class 3 and Class 6;
 - (vii) rule changes to Class 3 and Class 6; and
 - (viii) whether or not to exercise its discretion in respect of any Member's request for reimbursement of any claim excess of USD2 million net of applicable deductible(s) and not otherwise lying within the delegated authority of the Managers;
- (c) consider reports and recommendations from its sub-committee;
- (d) consult and take advice from the Members' Representative Committee of Britannia Holdings (the "Committee") on any matter within the Committee's remit relating to the Association;
- (e) provide the Risk & Audit Group with sufficient support and resources to carry out its duties;
- (f) ensure that the Association has an appropriate system of governance, which shall be reviewed annually and which shall include:
 - (i) a robust risk management framework;
 - (ii) an effective compliance function;
 - (iii) a process to assess the impact of regulatory changes; and
 - (iv) a process to assess the effectiveness and performance of the Board and its Directors; and
- (g) oversee:
 - (i) the Association's overall performance;
 - (ii) the Association's investment performance;
 - (iii) the Association's economic and regulatory capital (including the Own Risk and Solvency Assessment and compliance with the Minimum and Solvency Capital Requirements under the Solvency II Directive);

- (iv) the Association's financial reports, including its annual financial statements;
- (v) the appointment, performance and remuneration of the Managers; and
- (vi) the appointment, performance and remuneration of the non-executive Directors.

Meetings

5. The Board shall meet at least five times per annum, with scheduled meetings being held in January, May, July, September and October. If necessary, the Board shall hold further meetings from time to time. All meetings shall be conducted in accordance with these Terms of Reference and the Articles.
6. Appendix III details the schedule of regular agenda items for the Board.
7. Notices of meetings of the Board other than those regularly scheduled shall be given by the Managers at the request of the Chairman. Such notices shall state the venue, time and date of the meeting.
8. An agenda of items to be discussed with sufficient supporting papers shall be given to each Director not less than five working days prior to any meeting of the Board.
9. The Chairman shall chair each meeting of the Board. If the Chairman is absent, the Deputy Chairman shall act as Chairman for that meeting. If both the Chairman and the Deputy Chairman are absent, the other Directors present shall choose one of their number (excluding the Manager Directors) as Chairman for that meeting.
10. The quorum for each Board meeting shall be five Directors, one of whom shall act as the Chairman.
11. If required, the Board shall decide issues according to the majority on a show of hands of Directors present at the meeting. Each Director present shall have one vote. In the event of an equal number of votes, the Chairman of the meeting shall have the casting vote.
12. If a Director has a conflict of interest in respect of any matter or claim either being or to be discussed by the Board, he/she shall declare such conflict and retire from the meeting and he/she shall not be entitled to vote on any such matter or claim;
13. Minutes of the proceedings and resolutions of each meeting of the Board shall be taken including recording the names of those present and in attendance. Draft minutes of each meeting shall be circulated promptly to all Directors. In the event of a conflict of interest, the relevant Director(s) shall not be provided with the relevant extract of the minutes.

Chairman

14. The Chairman's responsibilities shall be to:

- (a) provide leadership to the Board and the Directors and to facilitate the running of the Board, fostering an open, inclusive discussion;
- (b) with the assistance of the Managers, set the agenda for Board meetings and ensure that sufficient time and attention is devoted to discussion of all agenda items, with particular emphasis on strategic and regulatory issues;
- (c) ensure that there is clear and effective communication between the Board and its Directors and (i) the Risk & Audit Group and (ii) the Managers;
- (d) challenge the Managers where appropriate;
- (e) with the Managers, ensure that the Directors receive sufficient, accurate, timely and clear management information;
- (f) promote a culture of transparency and open debate, including facilitating the effective contribution of Directors and ensure constructive relations between Directors; and
- (g) evaluate the performance of the Board and individual directors.

Duties of the Board and Directors

- 15. While performing their duties, the Board and its Directors shall at all times:
 - (a) act in good faith and in a manner that is in the best interests of the Association and its Members;
 - (b) act in compliance with the Articles, these Terms of Reference and the Rules of Class 3 and Class 6 (as applicable); and
 - (c) exercise independent judgment and reasonable care and skill.
- 16. Any Director shall be entitled to report any concern that they have regarding the Board or its sub-committees to the Chairman or to the Association's regulators (the PRA and the FCA).
- 17. Directors are expected to attend or participate in at least four out of five Board meetings per annum.

The Board's sub-committee

- 18. The Board shall delegate certain functions to the Risk & Audit Group which shall operate subject to and in accordance with its own terms of reference.

Appendix II shows the structure of the Board and its sub-committee, the Risk & Audit Group.

Evaluation of the Board's Directors and of the Risk & Audit Group

19. Notwithstanding the delegation of certain functions to the Risk & Audit Group, the Directors shall undertake a formal and rigorous annual evaluation of their collective and individual performance and the performance of the Risk & Audit Group.
20. The Chairman shall act on the results of the performance evaluation by recognising the strengths and addressing the collective and/or individual weaknesses of the Directors and, where appropriate, proposing that new Directors be appointed or that current Directors be removed.
21. Individual evaluations of Directors shall aim to show whether each Director is contributing effectively and demonstrating commitment to the role (including commitment of time for meetings and any other duties).
22. Excluding the Chairman, the non-executive Directors of the Board shall be responsible for the performance evaluation of the Chairman, taking into account the views of the Managers.

Consultation with Britannia Holdings and the Committee

23. The Board shall not do any of the following without the prior authority of Britannia Holdings, through its board which will where appropriate consult the Committee:
 - (a) enter into or agree to enter into any joint venture, partnership or strategic alliance (including merger) with any third party which could reasonably be considered to have a material effect upon the Association's business; or
 - (b) sell or otherwise dispose of the whole or any part of the Association's business to any third party or agree to do any of the foregoing; or
 - (c) purchase or otherwise acquire the whole or any part of the business of any third party or agree to do any of the foregoing; or
 - (a) permit the Managers to be sold or merged or permitted to undertake any business which might be considered as being in conflict with the Association's business; or
 - (d) acquire or become subject to the control (as determined pursuant to Section 181 of Financial Services and Markets Act 2000) of any third party or agree to any of the foregoing.

24. The Board shall further ensure that the Association does not do any of the following without the prior authority of Holdings, through its board which will where appropriate consult the Committee:
- (a) cease to operate its business substantially on a mutual basis; or
 - (b) agree to certify liabilities under any legislation or convention in force from time to time; or
 - (c) agree to any material change to its reinsurance arrangements; or
 - (d) agree the General Increase in respect of any policy year for Class 3 or Class 6; or
 - (e) levy any Exceptional Call upon the Members of Class 3 or Class 6; or
 - (f) materially change the Association's overall strategy, risk appetite (including the basis used to calculate the economic capital benchmark) or investment strategy;
 - (g) make any decision regarding any matter referred to the Board by the International Group which could reasonably be considered to have a material effect upon the Association's business; or
 - (h) appoint, reappoint or remove any Director (except in respect of any Director whose office shall be vacated by the operation of Article 66 of the Articles);

provided always that, subject to the Articles and any applicable legal or regulatory requirement, a failure by the Directors to comply with paragraphs 23 or 24 shall not invalidate any act, decision or agreement of the Association and, nor shall paragraphs 23 or 24 invalidate any act, decision or agreement prior to the date of its adoption which would otherwise have been valid if paragraphs 23 or 24 had not been adopted and any breach by the Directors of paragraphs 23 and 24 shall be a matter of internal discipline only.

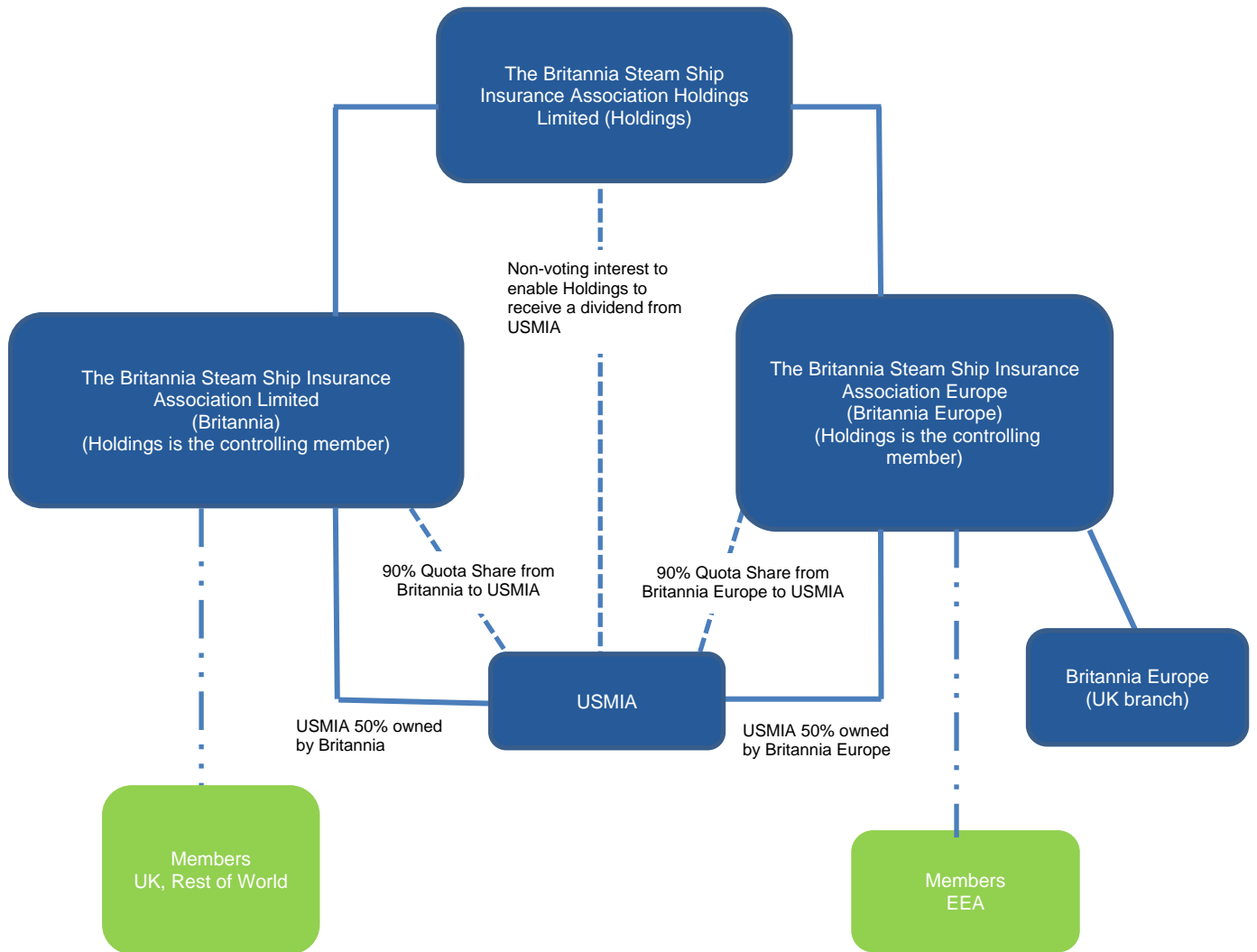
Miscellaneous

25. Insofar as their role requires consideration of underwriting or claims information Directors shall have access only to summary information for the Association as a whole and shall not have access to individual Members' underwriting or claims data which shall remain strictly confidential to the Managers and the Members concerned.
26. The Board shall review these Terms of Reference each year and as necessary.

Adopted by the Board's Restructuring Committee on 27 March 2019

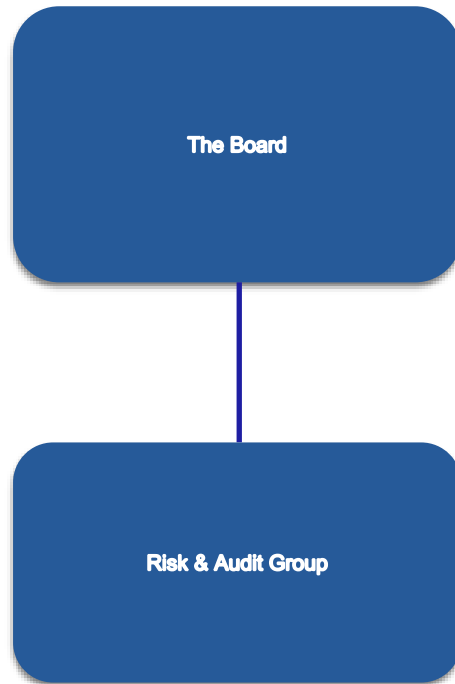
Appendix I

Structure of Britannia



Appendix II

Structure of the Board and its sub-committee, the Risk & Audit Group



Appendix III

Schedule of regular agenda items for the Board

For each regular meeting (* except for the October meeting)

Apologies

Declaration of any conflicts of interest

Minutes of the previous meeting

Matters arising from the previous meeting

Dates and venues of future meetings of the Board

Reports on any meetings since the last meeting of the Board of *:

- (i) the Risk & Audit Group;
- (ii) the Nomination Sub-Committee of Britannia Holdings;
- (iii) the Remuneration Group of Britannia Holdings; and
- (iv) the Committee and its sub-committees

Review of the Governance Map *

Investment report *

CRO's report

The Association's key operating indicators *

Powers of Attorney given on behalf of the Association (if any) since the last meeting *

Company seal – if used since the last meeting *

International Group reinsurance *

For Class 3, P&I *:

- (i) any claims excess of USD2 million for the Board to consider the exercise of its discretion;
- (ii) a claims summary, including developments in the current and prior policy years and Pool claims

For Class 6, FD&D *:

- (i) a claims summary, including developments in the current and prior policy year on which the Association has paid more than USD100,000 since the last meeting of the Board;
- (ii) summary of claims paid since the last meeting

Any other business

For the January meeting

Review of the Board's Terms of Reference

USMIA reinsurance contract renewal

Boudicca reinsurance contract renewal

US Terrorism Risk Insurance Act (TRIA)

Internal Audit Report

Financial Report

General expense budget.
Review of the Modern Slavery Act Statement
Review of the Underwriting and Reserving Risk Management Policy

For the May meeting

Draft report and financial statements of the Association, and the draft Regular Supervisory Report (RSR), for the year ending on the prior 20 February
A report on renewal as at the prior 20 February
Financial report
Review of the Reinsurance Risk Management Policy
Review of the Mission Statement and Ethics Policy

For the July meeting

Financial report
Regulatory compliance policies
Chief Actuary's Report
Own Risk and Solvency Assessment (ORSA)
Annual strategy review
Draft Solvency and Financial Condition Report (SFCR) for the year ending on the prior 20 February

For the September meeting

Standard & Poor's credit rating update
Initial review of the Policy year and call recommendations for Class 3, P&I
Proposed Rule changes for Class 3, P&I
Initial review of the Policy year review and call recommendations for Class 6, FD&D
Proposed Rule changes for Class 6, FD&D
Whistleblowing Champion's Annual Report

For the October meeting

Policy year and call recommendations for Class 3, P&I
Policy year review and call recommendations for Class 6, FD&D
Senior Independent Director's report on the TR(B) Board
Directors' and Officers' insurance