

REGISTRATION NO. 200601018337 (738090-M)



HONG LEONG MSIG TAKAFUL BERHAD
(Incorporated in Malaysia)

**REPORTS AND FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022**

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022

The Directors have pleasure in submitting their Report together with the audited financial statements of the Company for the financial year ended 30 June 2022.

PRINCIPAL ACTIVITIES

The Company is principally engaged in managing Family Takaful including investment-linked business. There has been no other significant change in the nature of the principal activities during the financial year.

FINANCIAL RESULTS**RM'000**

Net loss for the financial year

(3,926)**DIVIDENDS**

No dividend has been paid or declared by the Company since end of the previous financial year.

The Directors do not recommend the payment of any final dividend for the financial year ended 30 June 2022.

SHARE CAPITAL

There were no changes in the issued and paid-up share capital of the Company during the financial year.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

DIRECTORS

The Directors of the Company who have held office during the financial year and during the period from the end of the financial year to the date of this report are:

Mr Martin Giles Manen	(Chairman, Independent Non-Executive Director)
Ms Loh Guat Lan	(Non-Independent Executive Director)
Encik Zulkiflee Bin Hashim	(Independent Non-Executive Director)
YBhg Dato' Nicholas John Lough @ Sharif Lough Bin Abdullah	(Independent Non-Executive Director)
Mr Masayuki Takahashi (Appointed with effect from 19 July 2021)	(Non-Independent Non-Executive Director)
YBhg Dato' Bakarudin Bin Ishak (Appointed with effect from 2 September 2021)	(Independent Non-Executive Director)
Mr Masakatsu Komaita (Resigned with effect from 19 July 2021)	(Non-Independent Non-Executive Director)

DIRECTORS' REMUNERATION

The remuneration in aggregate for Directors of the Company for the financial year as follows:

<u>Directors of the Company</u>	RM'000
Directors' fees	410
Directors' other emoluments	68

There was no amount paid to or receivable by any third party for services provided by Directors of the Company.

During the financial year, Directors & Officers of the Company are covered under the Directors' & Officers' Liability Insurance in respect of liabilities arising from acts committed in their respective capacity as, inter alia, Directors & Officers of the Company subject to the terms of the policy. The total amount of Directors' & Officers' Liability insurance effected for the Directors and Officers of the HLFG Group was RM10 million. The total amount of premium paid for the Directors' & Officers' Liability Insurance by the HLFG Group was RM84,550 (2021:RM71,250) and the apportioned amount of the said premium paid by the Company was RM313.50 (2021:RM237.50).

Details of Directors' remuneration are set out in Note 23 to the financial statements.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****DIRECTORS' INTERESTS**

According to the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016, the Director holding office at the end of the financial year who had beneficial interests in the ordinary shares and/or options over ordinary shares of the Company and/or its related corporations during the financial year is as follows:

	Director's direct interests			
	Number of ordinary shares issued or to be issued or acquired arising from the exercise of options*			
	As at 01/07/2021	Acquired	(Sold / exercised)	As at 30/06/2022
Interest of				
Ms Loh Guat Lan in:				
Hong Leong Financial Group	560,000	-	-	560,000
Berhad ("HLFG")	5,400,000*		(5,400,000)**	-

***Options lapsed*

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors of the Company received or became entitled to receive any benefit (other than the benefits shown under Directors' Remuneration in Note 23 to the financial statements) by reason of a contract made by the Company or its related corporations with the Director or with a firm of which the Director is a member, or with a Company in which the Director has a substantial financial interest.

Neither at the end of the financial year, nor at anytime during the financial year, did there subsist any other arrangements to which the Company is a party, with the object or objects of enabling the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than the share options granted pursuant to the Executive Share Scheme.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

In the opinion of the Directors, the results of the operations of the Company during the financial year had not been substantially affected by any item, transaction or event of a material and unusual nature other than those disclosed in the financial statements.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE

Corporate Governance is the process and structure used to direct and manage the business and affairs of the Company towards enhancing business prosperity and corporate accountability with the ultimate objective of realising long term shareholder value, whilst taking into account the interest of other stakeholders.

The Board of Directors ("Board") also reviewed the manner in which the Bank Negara Malaysia ("BNM") policy document on Corporate Governance ("BNM CG Policy") is applied in the Company, where applicable, as set out below.

A. Board of Directors

I Roles and Responsibilities of the Board

The Board assumes responsibility for effective stewardship and control of the Company and has established Terms of Reference ("TOR") to assist in the discharge of this responsibility.

In discharging its responsibilities, the Board has established functions which are reserved for the Board and those which are delegated to management. The key roles and responsibilities of the Board are set out in the Board Charter, which was reviewed periodically by the Board. The Board Charter is published on the Company's website. The key roles and responsibilities of the Board broadly cover formulation of corporate policies and strategies; overseeing and evaluating the conduct of the Company's businesses; identifying principal risks and ensuring the implementation of appropriate systems to manage those risks; and reviewing and approving key matters such as financial results, investments and divestments, acquisitions and disposals, and major capital expenditure and such other responsibilities that are required as specified in the guidelines and circulars issued by BNM from time to time.

The day-to-day business of the Company is managed by the Chief Executive Officer ("CEO") who is assisted by the management team. The CEO and his management team are accountable to the Board for the performance of the Company. In addition, the Board has established Board Committees which operate within clearly defined TOR primarily to support the Board in the execution of its duties and responsibilities.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****A. Board of Directors (continued)****I Roles and Responsibilities of the Board (continued)**

To discharge its oversight roles and responsibilities more effectively, the Board has delegated the independent oversight over, inter alia, internal and external audit functions and internal controls to the Group Board Audit Committee ("GBAC") under HLA Holdings Sdn Bhd ("HLAH"); and risk management and compliance to the Group Board Risk Management Committee ("GBRMC") under HLAH. The Nomination Committee ("NC") is delegated the authority to, inter alia, assess and review Board, Board Committees and CEO appointments and re-appointments and oversee management succession planning. Although the Board has granted such authority to Board Committees, the ultimate responsibility and the final decision rest with the Board. The chairmen of Board Committees report to the Board on matters dealt with at their respective Board Committee meetings. Minutes of Board Committee meetings are also tabled at Board meetings.

There is a clear division of responsibilities between the Chairman of the Board and the CEO. This division of responsibilities between the Chairman and the CEO ensures an appropriate balance of roles, responsibilities and accountability.

The Chairman leads the Board and ensures its smooth and effective functioning.

The CEO is responsible for formulating the vision and recommending policies and the strategic direction of the Company for approval by the Board, implementing the decisions of the Board, initiating business ideas and corporate strategies to create competitive edge and enhancing shareholder wealth, providing management of the day-to-day operations of the Company and tracking compliance and business progress.

Independent Non-Executive Directors ("INEDs") are responsible for providing insights, unbiased and independent views, advice and judgment to the Board and bring impartiality to Board deliberations and decision-making. They also ensure effective checks and balances on the Board. There are no relationships or circumstances that could interfere with or are likely to affect the exercise of the INEDs' independent judgment or their ability to act in the best interest of the Company and its shareholders.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****A. Board of Directors (continued)****I Roles and Responsibilities of the Board (continued)**

The Board observes the Code of Ethics for Company Directors established by the Companies Commission of Malaysia ("CCM") which is available at CCM's website at 'www.ssm.com.my'. In addition, the Company also has a Code of Conduct and Ethics that sets out sound principles and standards of good practice which are to be observed by the employees. A Whistleblowing Policy has also been established by the Company and it provides a structured channel for all employees of the Company and any other persons providing services to, or having a business relationship with the Company, to report any concerns about any improper conducts, wrongful acts or malpractice committed within the Company.

II Board Composition

The Board currently comprises six (6) Directors. The six (6) Directors are made up of one (1) Executive Director and five (5) Non-Executive Directors, of whom four (4) are independent.

The Company is guided by BNM CG Policy in determining its board composition. The Board shall determine the appropriate size of the Board to enable efficient and effective conduct of Board deliberation. The Board shall have a balance of skills and experience to commensurate with the complexity, size, scope and operations of the Company. Board members should have the ability to commit time and effort to carry out their duties and responsibilities effectively.

The Board recognises the merits of Board diversity in adding value to collective skills, perspectives and strengths to the Board. The Board will consider appropriate targets in Board diversity including gender balance on the Board and will take the necessary measures to meet these targets from time to time as appropriate.

Based on the review of the Board composition in July 2022, the Board is of the view that the current size and composition of the Board are appropriate and effective for the control and direction of the Group's strategy and business. The composition of the Board also fairly reflects the investment of shareholders in the Company.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****A. Board of Directors (continued)****III Board Meetings**

The Board met six (6) times during the financial year ended 30 June 2022 with timely notices of issues to be discussed. Details of attendance of each Director are as follows:

<u>Directors</u>	<u>Attendance</u>
Mr Martin Giles Manen (Chairman)	6/6
Ms Loh Guat Lan	6/6
Encik Zulkiflee Bin Hashim	6/6
YBhg Dato' Nicholas John Lough @ Sharif Lough Bin Abdullah	6/6
Mr Masayuki Takahashi	6/6
YBhg Dato' Bakarudin Bin Ishak (Appointed with effect from 2 September 2021)	5/5

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

A. Board of Directors (continued)

Directors' Profile

1 MR MARTIN GILES MANEN

Chairman/Non-Executive Director/Independent

Age 67, Male, Malaysian

Mr Martin Giles Manen is a Chartered Accountant and a member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants.

Mr Martin Manen had served more than 21 years with Sime Darby Group from January 1986 to July 2007, holding various senior roles, including Executive Director, Group Tax Controller, Group Company Secretary and Group Finance Director. During his term as Group Finance Director and Executive Director of Sime Darby Berhad, he had full responsibility for the entire finance function within the Sime Darby Group, encompassing finance & accounting, corporate finance & planning, and information technology, with all of the divisional finance directors reporting to him. He also had served as a member of the Malaysian Accounting Standards Board, the Executive Committee of the International Fiscal Association (Malaysian Branch), the Task Force on the formation of an Audit Oversight Board chaired by the Securities Commission ("SC") and the Accounting Technical Panel of the SC as well as a Director and Chairman of the Board Audit and Risk Management Committee of Hong Leong Investment Bank Berhad.

Mr Martin Manen is the Chairman of Hong Leong MSIG Takaful Berhad ("HLMT") and was appointed to the Board of Directors ("Board") of HLMT on 16 April 2018. He is a member of the GBAC under HLAH.

Mr Martin Manen is presently an Independent Non-Executive Director ("INED") and Chairman of both the Audit Committee and the Risk Committee of Bermaz Auto Berhad ("Bermaz") and an INED of Top Glove Corporation Bhd ("Top Glove"). Bermaz and Top Glove are companies listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Malaysia"). He is also an INED of BOS Wealth Management Malaysia Berhad, a public company and a Director of Channel Micron Holdings Company Limited, a company listed on the Main Board of The Stock Exchange of Hong Kong Limited.

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CORPORATE GOVERNANCE (CONTINUED)

A. Board of Directors (continued)

Directors' Profile (continued)

2 MS LOH GUAT LAN

Executive Director/Non-Independent

Age 57, Female, Malaysian

Ms Loh Guat Lan holds a Bachelor of Science in Human Development and is a Fellow Member of Life Management Institute (FLMI) and Life Office Management (LOMA) as well as Associate, Customer Service. She is also a Certified Financial Planner (CFP) and Registered Financial Planner (RFP).

Ms Loh has extensive experience in the insurance industry, including agency management, branch management, and agency development and training. She was previously the Chief Operating Officer (Life Division) of Hong Leong Assurance Berhad ("HLA") and was subsequently appointed as the Group Managing Director/Chief Executive Officer of HLA on 1 September 2009. Prior to joining HLA, she was in the employment of American International Assurance Company Limited where her last position was Vice President & Senior Director of Agency (Malaysia).

Ms Loh was appointed to the Board of HLMT on 1 November 2009 and is a member of the NC of HLMT.

Ms Loh is the Chairman of HL Assurance Pte Ltd and a Director of MSIG Insurance (Malaysia) Bhd, HLAH, Hong Leong Insurance (Asia) Limited, L.I.A.M. Holding Sdn Bhd and L.I.A.M. Property Sdn Bhd. She is also the President of the Life Insurance Association of Malaysia (LIAM), a Director of The Malaysian Insurance Institute and a Board Member of Financial Industry Collective Outreach (FINCO).

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CORPORATE GOVERNANCE (CONTINUED)

A. Board of Directors (continued)

Directors' Profile (continued)

3 ENCIK ZULKIFLEE BIN HASHIM Non-Executive Director/Independent Age 63, Male, Malaysian

Encik Zulkiflee bin Hashim graduated with a Diploma in Credit Management from the Institut Teknologi MARA (now known as Universiti Teknologi MARA).

Encik Zulkiflee has over 35 years' of experience in the banking industry. He started his career with Citibank Malaysia in 1979 and left his position as Vice President in November 1991. From December 1991 to November 1997, Encik Zulkiflee was with Deutsche Bank Malaysia. He was the Deputy Managing Director responsible for Corporate Banking, International Trade Finance, Operations and Transaction Banking Services. From July 1998 to October 2011, Encik Zulkiflee was the Executive Director of Hong Leong Bank Berhad ("HLB"). Prior to his retirement in 2015, he was HLB's Chief Operating Officer, Group Strategic Support from November 2011 to January 2015. During the tenure with HLB, he was given the responsibility to oversee various areas such as Branch and Banking Operations, Integrated Risk Management, Credit Management, Information Technology, Islamic Banking, Wholesale Operations, Retail Operations, Legal and Corporate Communications & Public Relations.

Encik Zulkiflee was appointed to the Board of HLMT on 28 May 2019. He is the Chairman of the NC and the Remuneration Committee ("RC") of HLMT and a member of the GBRMC under HLAH.

Encik Zulkiflee is presently an INED and Chairman of both the Board Audit Committee and the Board Financing & Investment Committee of Small Medium Enterprise Development Bank Malaysia Berhad (SME Bank). He is an INED and Chairman of both the Board Audit Committee and the Board Risk Management & Compliance Committee of Al Rajhi Banking & Investment Corporation (Malaysia) Bhd (Al Rajhi Bank). He is also an INED of GuocoLand (Malaysia) Berhad.

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CORPORATE GOVERNANCE (CONTINUED)

A. Board of Directors (continued)

Directors' Profile (continued)

4 YBHG DATO' NICHOLAS JOHN LOUGH @ SHARIF LOUGH BIN ABDULLAH
Non-Executive Director/Independent
Age 70, Male, British and Malaysian Permanent Resident

YBhg Dato' Nicholas John Lough @ Sharif Lough bin Abdullah holds a Gemmology Diploma from The National Association of Goldsmiths, London, Great Britain and is a Fellow member of The Gemmological Association of Great Britain.

YBhg Dato' Nicholas Lough has extensive experience in the corporate sector, serving in various capacities, including Group Executive Director of The Melewar Corporation Berhad from 1987 to 1995. He possesses a wealth of experience in the fields of corporate finance and strategic planning, and has in-depth knowledge on corporate governance, risk management, internal controls and compliance.

YBhg Dato' Nicholas Lough was appointed to the Board of HLMT on 28 September 2020 and is a member of the NC and the RC of HLMT, and a member of the GBRMC under HLAH and the Group Board Information Technology Committee under HLFG.

YBhg Dato' Nicholas Lough is currently a Director of GLM REIT Management Sdn Bhd, the Manager of Tower Real Estate Investment Trust and Scicom (MSC) Berhad, both listed on the Main Market of Bursa Malaysia. He is also an INED of HLB, a major public listed banking group on the Main Market of Bursa Malaysia and serves as the Chairman of the Board Risk Management Committee and the RC, as well as a member of the Board Audit Committee and the NC of HLB.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

A. Board of Directors (continued)

Directors' Profile (continued)

5 MR MASAYUKI TAKAHASHI

Non-Executive Director/Non-Independent

Age 57, Male, Japanese

Mr Masayuki Takahashi holds a Bachelor of Arts in Economics degree from the Keio University in Japan and a Master of Business Administration from the Graduate School of Kobe University in Japan.

Mr Takahashi is a competent leader and highly motivated professional with over 30 successful years of experience in insurance sector, all of which were in Mitsui Sumitomo Insurance Group. He first joined Tokio Marine and Fire Insurance Company, Limited (former company name of Mitsui Sumitomo Insurance Company, Limited ("MSIJ")), Japan in 1988 and was seconded to MSIG Insurance (Malaysia) Berhad as a Technical Advisor in 2005. In 2011, he was promoted to Assistant General Manager, International Department of MSIJ to support the General Manager for the planning of the international business. Mr Takahashi was then seconded to MSIG Insurance (Hong Kong) Limited as Director and Deputy Chief Executive Officer in 2014 before assuming the position of President and Chief Executive Officer of BPI/MS Insurance Corporation in Philippines where he was responsible to make major decisions in terms of strategy and managing the overall operations and resources of the company. In April 2021, he was transferred back to MSIJ to assume his present role as General Manager of Asian Life Insurance Business Department to provide support to overseas life insurance operations and oversight as a non-executive director.

Mr Takahashi was appointed to the Board of HLMT on 19 July 2021.

Mr Takahashi is also a Director of HLA, a public company.

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CORPORATE GOVERNANCE (CONTINUED)

A. Board of Directors (continued)

Directors' Profile (continued)

6 YBHG DATO' BAKARUDIN BIN ISHAK

Non-Executive Director/Independent

Age 61, Male, Malaysian

YBhg Dato' Bakarudin bin Ishak holds a Bachelor of Economics (Honours) degree from the University of Malaya.

YBhg Dato' Bakarudin was a career officer of BNM for more than 31 years from 1985 until his retirement in 2017. During his tenure with BNM, he held various senior positions including Assistant Governor, Director of Islamic Banking and Takaful Department and Director of Exchange Control Department; and was seconded to Malaysian Electronic Clearing Corp Sdn Bhd (now known as PayNet) to be its CEO.

For the period from 2001 to 2008, YBhg Dato' Bakarudin served as the Director of Islamic Banking and Takaful Department where he was entrusted to develop a comprehensive Islamic finance sector and to formulate the required prudential regulations applicable to the Islamic banking institutions and takaful operators. He was then seconded to PayNet as CEO in 2008 to manage the business of large value payment in RENTAS and cheque clearing. In 2009, YBhg Dato' Bakarudin was appointed as the Assistant Governor of BNM overseeing two Departments i.e Payment System Policy and Currency Operations and at the same time, assumed the role of the CEO of PayNet. In 2011, he was assigned to cover another 4 departments of BNM, namely Payment System Policy, Developments Financial Institutions, Islamic Banking and Takaful and Financial Sector Development Department. In 2016, YBhg Dato' Bakarudin was assigned to take charge of the Financial Sector Regulations and Policy Division of BNM, covering 4 departments, namely Islamic Banking and Takaful, Prudential Financial Policies, Consumer and Market Conduct and Financial Surveillance.

During his tenure in BNM, YBhg Dato' Bakarudin also served as member of various committees of BNM, which include Risk Management Committee, Monetary Policy Committee, Technical Committee of Islamic Financial Services Board and the Working Group on the promulgations of regulatory and supervisory standards for Islamic financial institutions and takaful undertakings. He was also appointed as member of the International Centre for Education in Islamic Finance (INCEIF) EXCO and Governing Council.

YBhg Dato' Bakarudin was appointed to the Board of HLMT on 2 September 2021.

YBhg Dato' Bakarudin is currently the Chairman and INED of Cagamas Holdings Berhad, Cagamas SRP Berhad and Cagamas Berhad.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****A. Board of Directors (continued)****Directors' Training**

The Company recognises the importance of continuous professional development and training for its Directors.

The Company is guided by a Directors' Training Policy, which covers an Induction Programme and Continuing Professional Development ("CPD") for Directors of the Company. The Induction Programme is organised for newly appointed Directors to assist them to familiarise and to get acquainted with the Company's business, governance process, roles and responsibilities as Director of the Company. The CPD encompasses areas related to the industry or business of the Company, governance, risk management and regulations through a combination of courses and conferences. A training budget is allocated for Directors' training programmes.

The Company regularly organises in-house programmes, briefings and updates by external and its in-house professionals. The Directors are also encouraged to attend seminars and briefings in order to keep themselves abreast with the latest developments in the business environment and to enhance their skills and knowledge. Directors are kept informed of available training programmes on a regular basis.

The Company has prepared for the use of its Directors, a Director Manual which highlights, amongst others, the major duties and responsibilities of a Director vis-a-vis various laws, regulations and guidelines governing the same.

In assessing the training needs of Directors, the Board has determined that appropriate training programmes covering matters on corporate governance, finance, legal, risk management and/or statutory/regulatory compliance, be recommended and arranged for the Directors to enhance their contributions to the Board.

During the financial year ended 30 June 2022, the Directors received regular briefings and updates on the Company's businesses, operations, risk management and compliance, internal controls, corporate governance, finance and any changes to relevant legislation, rules and regulations from in-house professionals.

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CORPORATE GOVERNANCE (CONTINUED)

A. Board of Directors (continued)

Directors' Training (continued)

The Directors of the Company have also attended various programmes and forums facilitated by external professionals in accordance with their respective needs in discharging their duties as Directors.

During the financial year ended 30 June 2022, the Directors of the Company, collectively or on their own, attended various training programmes, seminars, briefings and/or workshops including:

- IIUM Institute of Islamic Banking and Finance (IIiBF) in collaboration with Malaysian Takaful Association, KTO Karatay University and Universitas Andalas - International Conference on Islamic Financial Literacy (ICiFIL 2021)
- HLMT In-house Directors' Training - Overview of Valuation for Insurance and Takaful
- BNM-FIDE FORUM Dialogue on Risk Management in Technology (RMiT): Insights 1 year on
- IBFIM - University of Cambridge Institute for Sustainability Leadership - Sustainability Leadership Programme for Financial Institutions
- Citigroup - Briefing on "Rise of Fintech and Future of Banking"
- HLB & HLISB - "Islamic Social Finance" Re-Engineering Islamic Social Finance: An Option or A Must?
- ICLIF - Climate Change: Impact on Banks & Role of the Board
- FIDE FORUM - The Board's Role and Responsibilities in Crisis Communication
- Insurance Industry Leadership Forum 2021 "RESET. RENEWAL. HOPE AND OPPORTUNITY"
- BNM-FIDE FORUM Dialogue with Senior Leaders on "Risk-Based Capital Framework for Insurers and Takaful Operations"
- Managing Corporate Investigations while securing stakeholders trust by Ernst & Young
- Climate Governance & Sustainability by Climate Governance Malaysia
- Information Management Training
- ICLIF - SC's Audit Oversight Board Conversation with Audit Committees Intentional Integrity: How Smart Companies Can Lead an Ethical Revolution
- FIDE Forum - Bursa-FIDE FORUM Dialogue on Sustainability
- FIDE Forum - SC-FIDE FORUM Dialogue on Capital Market Masterplan 3
- CTOS Financial Health Webinar Series Finale - Retirement Planning Forum
- BNM: Perlindungan Tenang Virtual Townhall
- Life insurance acquisitions by Private Equity (PE) and their Business Structure

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CORPORATE GOVERNANCE (CONTINUED)

A. Board of Directors (continued)

Directors' Training (continued)

- BNM-FIDE FORUM Dialogue with Tan Sri Nor Shamsiah bt Mohd Yunus, the Governor of BNM
- Securities Commission Malaysia - SC's Audit Oversight Board Conversation with Audit Committees
- HLFG In-house Training - Director's Induction Program
- MMA Insider Forum on Healthcare Reform
- Legal and Compliance Training by Compliance Department of MSI
- Enlightenment Training of Human Rights by Human Resources Department of MSI
- BNM - MyFintech Week 2022 Opening Ceremony and Launch of Financial Sector Blueprint 2022-2026
- BNM - Day 4 MyFinTech Week 2022
Session A: BNM-FIDE FORUM Masterclasses during MyFintech Week
Session B: Web 3.0 and the Future of Finance
Session C: Deep Dive into DeFi
- ICLIF - FIDE Elective Program (Market Risk Management - Banking Sector)
- Leading the Future of Insurance Workshop
- BNM-FIDE Forum Dialogue on Licensing Framework for Digital Insurers and Takaful Operators
- FIDE Core Program Module A
- FIDE Core Program Module B
- BNM-FIDE Forum Dialogue on Climate Risk Management and Scenario Analysis
- BNM jointly with World Bank Group - Report Launch - Exploring Nature-related Financial Risks in Malaysia
- KPMG Management & Risk Consulting Sdn Bhd - Sustainable Insurance
- HLFG Group - In-House Directors' Training: Anti-Corruption Empowerment Talk Series by Malaysian Anti-Corruption Commission
- FIDE FORUM - MetaFinance: The Next Frontier of the Global Economy
- IIUM - 76th Islamic Banking and Finance Discussion Series: "The Regulatory Development of Takaful and Re-takaful Windows
- Visioon Business Solutions - Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) Training for Directors

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees

Board Committees have been established by the Board to assist in the discharge of its duties.

(a) GBAC under HLAH

The GBAC was established under HLAH effective from 13 December 2017, subsequent to the approval by BNM on 28 September 2017 for the centralisation of the Audit Committees of HLAH, HLA and HLMT at HLAH, being the financial holding company. The Board Audit and Risk Management Committee ("BARMC") of HLMT was disbanded on 13 December 2017 with the establishment of the GBAC and GBRMC under HLAH.

The financial reporting and internal control system of the Company is overseen by the GBAC, which comprises the following members:

Ms Lim Tau Kien

(Chairman of GBAC and Independent Non-Executive Director of HLAH)

YBhg Dato Siow Kim Lun @ Siow Kim Lin

(Chairman, Independent Non-Executive Director of HLAH)

Ms Shalet Marian

(Independent Non-Executive Director of HLA)

Mr Martin Giles Manen

(Chairman, Independent Non-Executive Director of HLMT)

Mr Sim Hong Kee

(Independent Non-Executive Director of HLA)

YBhg Dato' Bakarudin bin Ishak

(Independent Non-Executive Director of HLMT)

(Appointed as GBAC member with effect from 10 February 2022)

HONG LEONG MSIG TAKAFUL BERHAD

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(a) GBAC under HLAH (continued)****Group Governance**

- Noted that:
 - a) HLFG as an apex entity has overall responsibility for ensuring the establishment and operation of a clear governance structure within its group of companies ("HLFG Group").
 - b) HLFG Board's responsibility is to promote the adoption of sound corporate governance principles throughout the HLFG Group.
 - c) HLFG's audit, risk and compliance functions may propose objectives, strategies, plans, governance framework and policies for adoption and implementation HLFG Group-wide.
 - d) The respective subsidiaries' board and senior management must validate that the objectives, strategies, plans, governance framework and policies set at HLFG level are fully consistent with the regulatory obligations and the prudential management of the subsidiary and ensure that entity specific risks are adequately addressed in the implementation of HLFG Group-wide policies.
- The GBAC shall validate that the objectives, strategies, plans, governance framework and policies set at HLFG level are fully consistent with the regulatory obligations and the prudential management of the subsidiary and to check that the entity specific risks are adequately addressed in the implementation of HLFG Group-wide policies.
- HLAH, as the financial holding company of the Insurance and Takaful entities of the HLFG Group ("Insurance Group") shall align the responsibilities as set out above for the Insurance Group.

Terms of Reference**Secretary**

The Secretary(ies) to the GBAC are the Company Secretary(ies) of the Company.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(a) GBAC under HLAH (continued)****External Audit**

- To make recommendations to the Board of HLAH and its subsidiaries on the appointment, removal and remuneration of the external auditor, where applicable.
- To review the terms of engagement and the audit plan prior to engaging the external auditors and/or re-appointment of the external auditor.
- To monitor and assess the independence of the external auditor, including the approval of non-audit services by the external auditor.
- To review the assistance given by the officers of HLAH and its subsidiaries to the external auditor, where applicable.
- To maintain regular, timely, open and honest communication with the external auditor, and requiring the external auditor to report to the GBAC on significant matters.
- To review the report of the external auditor, including any significant matters, and to ensure that management has taken the necessary corrective actions in a timely manner to address the external audit findings and recommendations.
- To review third-party opinions on the design and effectiveness of HLAH and its subsidiaries' internal control framework.

Financial Reporting

- To review the accuracy and adequacy of the chairman's statement in the directors' report and corporate governance disclosures of HLAH and its subsidiaries, where applicable.
- To review the interim financial reports and annual financial statements of HLAH and its subsidiaries before submission to the Board of HLAH and its subsidiaries where applicable, focusing particularly on changes in accounting policies and practices, significant adjustments arising from the audit, the going concern assumptions, and compliance with accounting standards and other legal requirements.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(a) GBAC under HLAH (continued)****Terms of Reference (continued)****Related Party/Connected Party Transactions**

- To review and update the Board of HLAH and its subsidiaries on any related party transactions that may arise within the Group, where applicable.
- To monitor compliance with the Board of HLAH and its subsidiaries' conflict of interest policy, where applicable.

Internal Audit

- To review and approve the adequacy of the internal audit scope, procedures, plan, and assess the performance and effectiveness of the internal audit function.
- To review the adequacy and effectiveness of internal controls and risk management processes.
- To review reports and significant findings by internal audit function, including any findings of internal investigations, and to ensure that management has taken the necessary corrective actions in a timely manner to address control weaknesses, non-compliance with laws, regulatory requirements, policies and other problems identified by the internal audit and other control functions.
- To review reports and findings issued by regulatory authorities, and to check that management has taken the necessary corrective actions in a timely manner to address control weaknesses, non-compliance with laws, regulatory requirements, policies and other problems identified by the regulatory authorities.
- To support the Board of HLAH and its subsidiaries in meeting the expectations on internal audit management as set out in BNM's policy document, "Guidelines on Internal Audit Function of Licensed Institutions".
- To decide on the appointment, remuneration, appraisal, transfer and dismissal of the Head of Internal Audit, and to provide oversight on the adequacy of resources and remuneration of the internal auditors.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(a) GBAC under HLAH (continued)****Terms of Reference (continued)****Internal Audit (continued)**

- To engage privately with the Head of Internal Audit on a regular basis (and in any case at least once annually) to provide the opportunity for the Head of Internal Audit to discuss issues faced by the internal audit function.
- To review the Audit Charter of HLAH and its subsidiaries and recommend for respective Board's approval.
- To review any significant disagreement between the Head of Internal Audit and any member(s) of the senior management team where such disagreement may have adverse impact on the audit process or findings, and to recommend resolutions of such disagreement if they remain unresolved within a reasonable period of time.
- To establish an appropriate mechanism to address and manage situations where there is a threat to the objectivity of internal audit.
- To satisfy itself that the internal audit function is effective by establishing a mechanism to assess its performance and effectiveness.
- To ensure that the terms and scope of the engagement, the working arrangements with the internal auditors and reporting requirements are clearly established when engaging external experts, where the internal audit function lacks the expertise needed to perform the audit of specialized areas.
- Other audit functions as may be agreed to by the GBAC and the Board of HLAH and its subsidiaries.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees (continued)

(a) GBAC under HLAH (continued)

Whistleblowing

- In relation to HLAH and its subsidiaries' Whistleblowing Policy and Procedures:
 - a) oversee the implementation and effectiveness of HLAH and its subsidiaries' Whistleblowing Policy and Procedures; and
 - b) exercise its powers and carry out its responsibilities as set out under HLAH and its subsidiaries' Whistleblowing Policy and Procedures.

Authority

The GBAC is authorised by the Board of HLAH and its subsidiaries to review any activity of the Group within its Terms of Reference. It is authorised to seek any information it requires from any Director or member of management and all employees are directed to co-operate with any request made by the GBAC.

The GBAC is authorised by the Board of HLAH and its subsidiaries to obtain independent legal or other professional advice if it considers necessary.

Meetings

The GBAC meets at least six (6) times a year and additional meetings may be called at any time as and when necessary. All meetings to review the quarterly reports and annual financial statements are held prior to such financial updates and annual financial statements being presented to the Board of HLAH and its subsidiaries for approval.

The Group Managing Director/Chief Executive Officer, Chief Executive Officer, Chief Financial Officer, Chief Risk Officer, Chief Internal Auditor, Chief Compliance Officer, Head of Internal Audit, other senior management and external auditors may be invited to attend the GBAC meetings, whenever required.

At least twice a year, the GBAC will have separate sessions with the external auditors without the presence of Executive Directors and management.

Issues raised, discussions, deliberations, decisions and conclusions made at the GBAC meetings are recorded in minutes of the GBAC meetings. A GBAC member who has, directly or indirectly, an interest in a material transaction or material arrangement shall not be present at the GBAC meeting where the material transaction or material arrangement is being deliberated by the GBAC.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(a) GBAC under HLAH (continued)****Meetings (continued)**

Majority with at least one representative from each of the BNM regulated entities in the HLAH Group in Malaysia, who shall be independent and non-executive, shall constitute a quorum.

After each GBAC meeting, the GBAC shall report and update the Board of each of the BNM regulated entities in the HLAH Group in Malaysia on significant issues and concerns discussed during the GBAC meetings and where appropriate, make the necessary recommendations to the Board of each of the BNM regulated entities in the HLAH Group in Malaysia.

Activities

The GBAC carried out its duties in accordance with its Terms of Reference.

During the financial year ended 30 June 2022, six (6) GBAC meetings were held and the attendance of the members was as follows:

<u>Members</u>	<u>Attendance</u>
Ms Lim Tau Kien	6/6
YBhg Dato Siow Kim Lun @ Siow Kim Lin	6/6
Ms Shalet Marian	6/6
Mr Martin Giles Manen	6/6
Mr Sim Hong Kee	6/6
YBhg Dato' Bakarudin bin Ishak	1/1
<i>(Appointed as GBAC member with effect from 10 February 2022)</i>	

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(a) GBAC under HLAH (continued)****Internal Audit Department**

The Company has established in-house Internal Audit Function in April 2022. Internal Audit employs a risk-based assessment approach in auditing the Company's business and operational activities. An annual audit plan is developed and approved by the GBAC. All internal audit reports which incorporate the management's responses were tabled for discussion at the GBAC meetings.

During the financial year ended 30 June 2022, numerous audit tasks were completed, including operations, financial and regulatory compliance audits. These audits are performed in line with BNM Guidelines on Internal Audit Function.

The cost incurred for the Internal Audit function in respect of the current financial year was RM589,000 (2021: RM437,000).

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees (continued)

(b) GBRMC under HLAH

The GBRMC was established under HLAH effective from 13 December 2017, subsequent to the approval by BNM on 28 September 2017 for the centralisation of the Risk Management Committees of HLAH, HLA and HLMT at HLAH. The BARMC of HLMT was disbanded on 13 December 2017 with the establishment of GBAC and GBRMC under HLAH.

The risk management and compliance system of the Company is overseen by the GBRMC which comprises the following members:

Mr Sim Hong Kee

(Chairman of GBRMC and Independent Non-Executive Director of HLA)

(Appointed as GBRMC Chairman with effect from 10 February 2022)

Ms Koid Swee Lian

(Independent Non-Executive Director of HLA and HLAH)

(Redesignated as GBRMC member with effect from 10 February 2022)

YBhg Dato Siow Kim Lun @ Siow Kim Lin

(Chairman, Independent Non-Executive Director of HLAH)

Encik Zulkiflee bin Hashim

(Independent Non-Executive Director of HLMT)

YBhg Dato' Nicholas John Lough @ Sharif Lough Bin Abdullah

(Independent Non-Executive Director of HLMT)

Group Governance

1. WHEREAS:

- a) Hong Leong Financial Group Berhad ("HLFG") as an apex entity has overall responsibility for ensuring the establishment and operation of a clear governance structure within its group of companies ("HLFG Group").
- b) HLFG Board's responsibility is to promote the adoption of sound corporate governance principles throughout HLFG Group.
- c) HLFG's risk and compliance functions may propose objectives, strategies, plans, governance framework and policies for adoption and implementation throughout HLFG Group.
- d) The respective subsidiary's Board and Senior Management must validate that the objectives, strategies, plans, governance framework and policies set at HLFG level are fully consistent with the regulatory obligations and the prudential management of the subsidiary and ensure that entity specific risks are adequately addressed in the implementation of HLFG Group-wide policies.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(b) GBRMC under HLAH (continued)****Group Governance (continued)**

THEREFORE:

2. HLAH, as the financial holding company of the Insurance and Takaful entities of the HLFG Group shall align the responsibilities set out in item 1 above for the following subsidiaries:
 - a) HLA
 - b) HLMT
 - c) Hong Leong Insurance (Asia) Limited
 - d) HL Assurance Pte. Ltd.
3. The GBRMC shall validate that the objectives, strategies, plans, governance framework and policies set at HLFG level are fully consistent with the regulatory obligations and the prudential management of the Company and its subsidiaries and to check that the entity specific risks are adequately addressed in the implementation of Group-wide policies.

Terms of Reference**Secretary**

The secretary to the GBRMC meetings is rotated among the Chief Risk Officer ("CRO") and Chief Compliance Officer ("CCO") of HLA and HLMT.

Risk Management

1. The GBRMC shall review the management's:
 - a) activities in managing principal risks such as (but are not limited to) capital adequacy, credit risk, market risk, liquidity risk, operational risk, compliance risk, Shariah compliance risk (applicable to HLMT only), insurance risk as well as environmental, social and governance risk;

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(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(b) GBRMC under HLAH (continued)****Terms of Reference (continued)****Risk Management (continued)**

- b) reports to the Boards of the Company and its subsidiaries on measures taken to:
 - identify and examine principal risks faced by the Company and its subsidiaries; and
 - implement appropriate systems and internal controls to manage these risks;
- c) major risk management strategies, policies and risk tolerance, and where appropriate endorse and recommend the same for the approval of the respective Boards of the Company and its subsidiaries;
- d) overall framework on the Internal Capital Adequacy Assessment Process ("ICAAP"), including management's stress testing programme, annual risk appetite, Individual Target Capital Level ("ITCL") and Capital Management Plan, and where appropriate endorse and recommend the same for the approval of the respective Boards of the Company and its subsidiaries;
- e) development and effective implementation of the ICAAP;
- f) periodic reports on risk appetite, risk exposure, risk portfolio composition and risk management activities;
- g) internal controls and risk management process to ensure their adequacy and effectiveness;
- h) risk management policies and frameworks in identifying, measuring, monitoring and controlling risk to ensure their adequacy and the extent to which these are operating effectively; and
- i) implementation of risk management as set out in BNM's policy documents on Risk Governance, Approach to Regulating and Supervising Financial Groups, Corporate Governance, and in respect of HLMT, Shariah Governance.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees (continued)

(b) GBRMC under HLAH (continued)

Terms of Reference (continued)

Risk Management (continued)

2. The GBRMC shall:
 - a) review risk management function's infrastructure, resources and systems and to ensure that the staff responsible for implementing risk management systems perform those duties independently of the Company and its subsidiaries' risk-taking activities;
 - b) receive and review reports from pertinent management committees;
 - c) review and advise on the appointment, remuneration, removal and redeployment of the CRO of HLA and HLMT;
 - d) engage privately with each CRO on a regular basis (and in any case at least once annually) to provide the opportunity for the CRO to discuss issues faced by the risk management function; and
 - e) undertake such other risk management functions as may be agreed to by the GBRMC and the respective Boards of the Company and its subsidiaries.

Compliance

1. The GBRMC shall assist the respective Boards of the Company and its subsidiaries in the oversight of the management of their compliance risk by:
 - a) reviewing compliance policies and overseeing the implementation of the same;
 - b) reviewing the establishment of the compliance function and the position of the CCOs of HLA and HLMT to ensure the compliance function and CCOs are provided with appropriate standing, authority and independence;
 - c) discussing and deliberating regularly the compliance issues of the Company and its subsidiaries and oversee that such issues are resolved effectively and expeditiously;
 - d) reviewing annually the effectiveness of the Company and its subsidiaries' overall management of compliance risk, having due regard to the assessments of their respective senior managements and internal audits, as well as their interactions with the CCOs; and

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees (continued)

(b) GBRMC under HLAH (continued)

Compliance (continued)

- e) updating the respective Boards of the Company and its subsidiaries on all significant compliance matters, including providing its views on (a) to (d) above.
- 2. In relation to the role of the CCOs, support the respective Boards of the Company and its subsidiaries in meeting the expectations on compliance management as set out in BNM's policy document on Compliance by:
 - a) reviewing and advising on the appointment, remuneration, termination and redeployment of the CCOs;
 - b) ensuring that the CCOs have sufficient stature to allow for effective engagement with the Group Managing Director/Chief Executive Officer ("GMD/CEO") or CEO, as the case may be, and other members of senior management;
 - c) engaging privately with each CCO on a regular basis (and in any case at least once annually) to provide the opportunity for the CCO to discuss issues faced by the compliance function; and
 - d) ensuring that the CCOs are supported with sufficient resources, including competent officers, to perform his/her duties effectively.
- 3. Where a CCO also carries out responsibilities in respect of other control functions, the GBRMC must be satisfied they do not compromise the soundness of the overall control environment by the combination of responsibilities performed by the CCO.
- 4. The CCOs shall undertake such other compliance function as may be agreed to by the GBRMC as well as the respective Boards of the Company and its subsidiaries.

Authority

- 1. The GBRMC is authorised by the Boards of the Company and its subsidiaries to:
 - review their activities within these Terms of Reference; and
 - seek such information as it may require from any Director or member of their managements, and all their employees are directed to co-operate with any request made by the GBRMC; and
 - obtain independent legal or other professional advice as it considers necessary.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(b) GBRMC under HLAH (continued)****Meetings**

- 1) The GBRMC meets at least six (6) times a year and additional meetings may be called at any time as and when necessary.
- 2) The GMD/CEO, CEO, Chief Financial Officer, CRO, Chief Internal Auditor, CCO, Head of Internal Audit and other senior management of the Company and its subsidiaries may be invited to attend the GBRMC meetings, whenever required.
- 3) Issues raised, discussions, deliberations, decisions and conclusions made at the GBRMC meetings are recorded in the minutes of the meetings. A GBRMC member who has, directly or indirectly, an interest in a material transaction or material arrangement shall not be present at the GBRMC meeting where the material transaction or material arrangement is being deliberated.
- 4) A majority with at least one independent and non-executive director from each of the BNM regulated entities in the HLAH Group (i.e., the Company, HLA and HLMT) shall constitute a quorum.
- 5) After each GBRMC meeting, it shall report and update the Boards of the Company, HLA and HLMT on significant issues and concerns discussed during the meeting and where appropriate, make the necessary recommendations to their respective Boards.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees (continued)

(b) GBRMC under HLAH (continued)

Activities

The GBRMC carried out its duties in accordance with its Terms of Reference.

During the financial year ended 30 June 2022, seven (7) GBRMC meetings were held and the attendance of the members was as follows:

<u>Members</u>	<u>Attendance</u>
Mr Sim Hong Kee	7/7
Ms Koid Swee Lian	7/7
YBhg Dato Siow Kim Lun @ Siow Kim Lin	6/7
Encik Zulkiflee bin Hashim	7/7
YBhg Dato' Nicholas John Lough @ Sharif Lough Bin Abdullah	7/7

(c) Group Board Information and Technology Committee ("GBITC") under HLFG

Constitution

The GBITC was established to support the Boards of HLFG, Hong Leong Investment Bank Berhad ("HLIB"), HLA and HLMT, in discharging the following responsibilities:

- Oversee technology and cyber security related matters.
- Ensure that risks assessments undertaken in relation to material technology applications are robust and comprehensive.
- Ensure that management meets the expectations on technology and cyber security risk management as set out in BNM's policy document on Risk Management in Technology.
- Facilitate discussions amongst entities to rationalise practices and policies, and to seek consistent practices across entities.

For the purpose of this Terms of Reference:

- 'Boards' means the Boards of (i) HLFG; (ii) HLIB; (iii) HLA; and (iv) HLMT.
- 'Companies' and 'Company' means (i) HLFG; (ii) HLIB; (iii) HLA; and (iv) HLMT.
- 'BARMC' means Board Audit and Risk Management Committee.
- 'GBRMC' means Group Board Risk Management Committee.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees (continued)

(c) GBITC under HLFG (continued)

The GBITC comprises the following members:

Ms Chong Chye Neo

(GBITC Chairman, Independent Non-Executive Director of HLFG)

YM Raja Noorma binti Raja Othman

(Independent Non-Executive Director of HLFG and HLIB)

YBhg Dato' Nicholas John Lough @ Sharif Lough bin Abdullah

(Independent Non-Executive Director of HLMT)

(Appointed as GBITC member with effect from 30 June 2022)

YBhg Dato' Ng Wan Peng

(Independent Non-Executive Director of HLA)

(Appointed as GBITC member with effect from 30 June 2022)

Encik Zulkiflee bin Hashim

(Independent Non-Executive Director of HLMT)

(Ceased as GBITC member with effect from 30 June 2022)

Ms Shalet Marian

(Independent Non-Executive Director of HLA)

(Ceased as GBITC member with effect from 30 June 2022)

Secretary

The Secretariat to the GBITC is the Company Secretary(ies) of HLFG.

Terms of Reference

- To review management's strategies relating to technology and cyber security and their alignment to the Companies' overall strategy, objectives and risk appetite.
- To ensure that the Companies' technology risk appetite is aligned to Companies' overall risk appetite statement.
- To review the adequacy of management's information technology and cyber security strategic plans over a three year period and periodically review these plans at least once every year.
- To oversee management's implementation of sound and robust technology-related frameworks, encompassing technology risk management and cyber resilience.

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(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(c) GBITC under HLFG (continued)****Terms of Reference (continued)**

- To ensure that the Companies' technology-related frameworks encompassing technology risk management and cyber resilience, remains relevant on an ongoing basis.
- To review the Companies' technology-related frameworks encompassing technology risk management and cyber resilience at least once every three years, for the Boards' affirmation.
- To review management's reporting to the Boards on measures taken to:
 - a) Identify and examine technology risk (including cyber risk) faced by the Companies;
 - b) Ensure strategies are in place to safeguard the Companies against current and emerging technology and/or cyber risks;
 - c) Assess effectiveness of controls put in place to manage these risks; and
 - d) Conduct appropriate and timely closure of IT audit findings.
- To review and ensure that management provides sufficient detailed information on key technology risk and critical technology operations to facilitate strategic decision-making. This includes reporting enterprise key risk indicators on the IT and cyber health posture.
- To review and report to the Boards on emerging global technology trends and their potential application within the Companies, to either enhance the business operations, safeguard existing businesses or improve overall technology security.
- To review post implementation reports of key technology projects to ensure that results are aligned to the risk posture stipulated in the initial project request.
- To review and report to the Boards on the strategic benchmarking of technology performance against external peer groups from time to time.
- To review the effectiveness of disaster recovery plans and disaster recovery testing to ensure high system resilience of technology systems, datacentres etc.
- To review and ensure adequacy of cyber security investments and that its associated roadmap for implementation is acceptable.
- Other technology and cyber security related matters as may be agreed by the Boards.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(c) GBITC under HLFG (continued)****Group Governance**

Noted that:

- a) HLFG as an apex entity has overall responsibility for ensuring the establishment and operation of a clear governance structure within HLFG Group.
- b) HLFG Board's responsibility is to promote the adoption of sound corporate governance principles throughout the HLFG Group.
- c) HLFG's IT related functions may propose objectives, strategies, plans, governance framework and policies for group-wide adoption and implementation.
- d) The respective subsidiaries' board and senior management must validate that the objectives, strategies, plans, governance framework and policies set at HLFG level are fully consistent with the regulatory obligations and the prudential management of the subsidiary and ensure that entity specific issues are adequately addressed in the implementation of group-wide policies.

Authority

GBITC is authorised by the Boards to review any technology-related activities of the Companies within its terms of reference. It is authorised to seek any technology-related information it requires from any Director or member of management and all employees are directed to co-operate with any request made by the GBITC.

The GBITC is authorised by the Boards to obtain independent legal or other professional advice if it considers it necessary to perform the duties delegated by the Boards to this committee.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(c) GBITC under HLFG (continued)****Meetings**

The GBITC meets at least four (4) times a year and additional meetings may be called at any time as and when necessary.

The President and Chief Executive Officer, Group Managing Director/Chief Executive Officer, Chief Financial Officer, Chief Risk Officer, Chief Internal Auditor, Chief Compliance Officer, Chief Information Security Officer, Head of Group Operations and Technology, Chief IT Officer, other senior management and external auditors of HLFG and its subsidiaries may be invited to attend the GBITC meetings, whenever required.

Issues raised, as well as discussions, deliberations, decisions and conclusions made at the GBITC meetings are recorded in the minutes of the GBITC meetings. A GBITC member who has, directly or indirectly, an interest in a material transaction or material arrangement shall not be present at the GBITC meeting where the material transaction or material arrangement is being deliberated by the GBITC.

Two (2) members of the GBITC shall constitute a quorum.

After each GBITC meeting, the GBITC shall report and update the Boards on significant technology-related issues and concerns discussed during the GBITC meetings and where appropriate, make the necessary recommendations to the Boards for its deliberation and approval.

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees (continued)

(c) GBITC under HLFG (continued)

Activities

The GBITC carried out its duties in accordance with its Terms of Reference.

During the financial year ended 30 June 2022, seven (7) GBITC meetings were held and the attendance of the members was as follows:

<u>Members</u>	<u>Attendance</u>
Ms Chong Chye Neo	7/7
YM Raja Noorma binti Raja Othman	7/7
YBhg Dato' Nicholas John Lough @ Sharif Lough bin Abdullah (Appointed as GBITC member with effect from 30 June 2022)	*
YBhg Dato' Ng Wan Peng (Appointed as GBITC member with effect from 30 June 2022)	*
Encik Zulkiflee bin Hashim (Ceased as GBITC member with effect from 30 June 2022)	7/7
Ms Shalet Marian (Ceased as GBITC member with effect from 30 June 2022)	7/7

Note:

* The GBITC meetings were held before the appointment of YBhg Dato' Nicholas John Lough and YBhg Dato' Ng Wan Peng.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees (continued)

(d) Nomination Committee ("NC")

The composition of the NC is as follows:

Encik Zulkiflee bin Hashim

(NC Chairman, Independent Non-Executive Director)

Ms Loh Guat Lan

(Non-Independent Executive Director)

YBhg Dato' Nicholas John Lough @ Sharif Lough Bin Abdullah

(Independent Non-Executive Director)

Secretary

The Secretary(ies) of the Company or such other person as nominated by the Board will be the Secretary(ies) of the NC.

Terms of Reference

The primary functions and responsibilities of the NC are set out in the terms of reference as follows:

The NC's responsibilities are as follows:

- Support the Board in carrying out its functions in the following matters concerning the Board, Shariah Committee ("SC"), senior management and company secretary(ies):
 - a) appointments and removals;
 - b) composition;
 - c) performance evaluation and development; and
 - d) fit and proper assessments.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(d) NC (continued)****Terms of Reference (continued)**

The NC's responsibilities are as follows: (continued)

- Recommend to the Board the minimum criteria and skill sets for appointments of the Board, Board Committees, SC and for the position of Chief Executive Officer ("CEO").
- Review and recommend to the Board all Board, Board Committees and SC appointments, re-appointments and removals including of the CEO.
- Review annually the overall composition of the Board and SC in terms of the appropriate size and skills, the balance between executive directors, non-executive and independent directors, competence, knowledge and mix of skills and other core competencies required.
- Assess annually the performance and effectiveness of the Board, Board Committees, each individual director and SC member and their contributions to the overall functions.
- Oversee the appointment and management of succession planning and performance evaluation of key senior management officers and recommend their removal if they are found ineffective, errant and negligent in discharging their responsibilities.
- Ensure that the Board receives an appropriate continuous training programme.

During the financial year ended 30 June 2022, five (5) NC meetings were held and the attendance of the members was as follows:

<u>Members</u>	<u>Attendance</u>
Encik Zulkiflee bin Hashim (Chairman)	5/5
Ms Loh Guat Lan	5/5
YBhg Dato' Nicholas John Lough @ Sharif Lough Bin Abdullah	5/5

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

B. Board Committees (continued)

(e) Remuneration Committee ("RC")

The composition of the RC is as follows:

Encik Zulkiflee bin Hashim

(RC Chairman, Independent Non-Executive Director)

YBhg Dato' Nicholas John Lough @ Sharif Lough Bin Abdullah

(Independent Non-Executive Director)

YBhg Dato' Bakarudin bin Ishak

(Independent Non-Executive Director)

(Appointed as RC member with effect from 10 February 2022)

Mr Martin Giles Manen

(Independent Non-Executive Director)

(Ceased as RC member with effect from 10 February 2022)

Secretary

The Secretary(ies) of the Company or such other person as nominated by the Board will be the Secretary(ies) of the RC.

Terms of Reference

The RC's responsibilities are as follows:

- Recommend to the Board the framework and policies governing the remuneration of the:
 - a) Directors;
 - b) SC;
 - c) CEO;
 - d) Senior management officers; and
 - e) Other material risk takers.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(e) RC (continued)****Terms of Reference (continued)**

- Review and recommend to the Board for approval the specific remuneration packages of executive directors and the CEO.
- Review and recommend to the Board for approval the remuneration of senior management officers and other material risk takers.
- Review and recommend to the Board for approval the remuneration of SC members.
- Other remuneration matters as may be agreed by the Board.

During the financial year ended 30 June 2022, one (1) RC meeting was held and the attendance of the members was as follows:

<u>Members</u>	<u>Attendance</u>
Encik Zulkiflee bin Hashim	1/1
YBhg Dato' Nicholas John Lough @ Sharif Lough Bin Abdullah	1/1
YBhg Dato' Bakarudin bin Ishak (Appointed as RC member with effect from 10 February 2022)	*
Mr Martin Giles Manen (Ceased as RC member with effect from 10 February 2022)	1/1

Note:

* The RC meeting was held before the appointment of YBhg Dato' Bakarudin bin Ishak.

The Group's remuneration scheme for Executive Directors is linked to performance, service seniority, experience and scope of responsibility and is periodically benchmarked to market/industry surveys conducted by human resource consultants. Performance is measured against profits and targets set in the Group's annual plan and budget.

The level of remuneration of Non-Executive Directors reflects the scope of responsibilities and commitment undertaken by them.

The fees of Directors are recommended and endorsed by the Board for approval by the shareholders of the Company at its Annual General Meeting.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(e) RC (continued)****Remuneration Policy**

The Company's remuneration strategy supports and promotes a high performance culture to deliver the Company's vision to be a highly digital and innovative takaful operator. It also forms a key part of our Employer Value Proposition with the aim to drive the right behaviours, create a workforce of strong values, high integrity, clear sense of responsibility and high ethical standards.

The remuneration framework provides a balanced approach between fixed and variable components that is measured using a robust and rigorous performance management process which incorporates meritocracy in performance, the Company's values, key behaviours in accordance to our Code of Conduct and risk and compliance management as part of the key performance indicators for remuneration decisions.

The remuneration framework also reinforces robust internal governance on performance and remuneration of control functions which are measured and assessed independently from business units/functions they support to avoid any conflict of interests. The framework stipulates that for effective segregation these staff will be appraised principally based on achievement of their control objectives.

Compensation for Material Risk Takers

The remuneration for member of senior management and other material risk taker is approved by the Board annually.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****B. Board Committees (continued)****(e) RC (continued)**

The remuneration for Senior Officers and Material Risk Takers for financial year 2021/2022 is shown in the table below:

Total value of remuneration awards for the financial year	CEO		Senior Management and other Material Risk Takers	
	Unrestricted (RM)	Deferred (RM)	Unrestricted (RM)	Deferred (RM)
Fixed Remuneration				
• Cash-based	679,320	-	3,982,322	-
• Shares and share-linked	-	-	-	-
• Other	-	-	-	-
Variable Remuneration				
• Cash-based	443,457	-	1,595,030	-
• Shares and share-linked	-	-	-	-
• Other	210,461	-	1,221,669	-

C. Independence

The Company has in place a policy in relation to the tenure for Independent Directors of the Company ("Tenure Policy") under the Fit and Proper Policy of the Company. Pursuant to the Tenure Policy, the tenure of an Independent Director shall not exceed a cumulative term of 9 years from the date of his or her first appointment in the Company. Upon completion of the 9 years, an independent director shall retire on the expiry date of his or her term of office approved by BNM.

The Board seeks to strike an appropriate balance between tenure of service, continuity of experience and refreshment of the Board. Although a longer tenure of directorship may be perceived as relevant to the determination of a Director's independence, the Board recognises that an individual's independence should not be determined solely based on tenure of service. Further, the continued tenure of directorship brings considerable stability to the Board, and the Company benefits from Directors who have, over time, gained valuable insight into the Company, its market and the industry.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****C. Independence (continued)**

The independent Directors have declared their Independence, and the NC and the Board have determined, at the annual assessment carried out, that the independent Directors, have continued to bring objective judgment to the Board deliberations and decision making. The tenure of all the Independent directors on the Board does not exceed 9 years.

D. Commitment

The Directors are aware of their responsibilities and devote sufficient time to carry out such responsibilities. Board meetings are scheduled a year ahead in order to enable full attendance at Board meetings. Additional meetings may be convened on an ad-hoc basis as and when necessary. Where appropriate, decisions are also taken by way of Directors' Circular Resolutions. Directors are required to attend at least 75% of Board meetings held in each financial year pursuant to the BNM CG Policy.

All Board members are supplied with information in a timely manner. The Company has moved towards electronic Board reports. Board reports are circulated electronically prior to Board and Board Committee meetings and the reports provide, amongst others, financial and corporate information, significant operational, financial and corporate issues, updates on the performance of the Company and management's proposals which require the approval of the Board.

All Directors have access to the advice and services of qualified and competent Company Secretaries to facilitate the discharge of their duties effectively. The Company Secretaries are qualified to act under Section 235 of the Companies Act 2016. They support the effective functioning of the Board, provides advice and guidance to the Board on policies and procedures, relevant rules, regulations and laws in relation to corporate secretarial and governance functions and facilitates effective information flow amongst the Board, Board Committees and senior management. All Directors also have access to the advice and services of the internal auditors and in addition, to independent professional advice, where necessary, at the Company's expense, in consultation with the Chairman or the CEO of the Company.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****D. Commitment (continued)**

At Board meetings, active deliberations of issues by Board members are encouraged and such deliberations, decisions and conclusions are recorded by the Company Secretaries accordingly. Director who has, directly or indirectly, an interest in a material transaction or material arrangement shall not be present at the Board meeting where the material transaction or material arrangement is being deliberated by the Board.

E. Internal Controls Framework

The Board has overall oversight responsibility to ensure that the Company maintains an adequate system of internal controls and is equipped with effective operations and risk management, as well as procedures to ensure compliance with laws, regulations, internal guidelines and requirements to safeguard assets of the Company and stakeholders' interest.

The system of internal controls provides reasonable but not absolute assurance that the Company would not be adversely affected by any event that could be reasonably foreseen as it strives to achieve its business objectives. It is noted that no system of internal controls can provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors, poor judgment in decision-making, human error, losses, fraud or other irregularities.

The internal control framework comprises among others, the infrastructure in the form of risk oversight committees at the Board and Management level; policies and procedures; self-assessment process for business units to assess and manage the adequacy and effectiveness of its systems of internal controls and the level of compliance with applicable rules and regulations; and a monitoring and reporting process.

(a) Infrastructure

While the Board is ultimately responsible for the management of risks within the Company, several oversight committees have been established over the years to facilitate in depth review of the risks associated with specific aspects of the business such as NC, RC, GBAC, GBRMC, Executive Committee ("EXCO"), Investment Committee, Information Technology Steering Committee, Product Approval/Evaluation Committee, Underwriting and Claims Committee, etc. The duties and scope of work of these committees are documented in their respective terms of reference.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

E. Internal Controls Framework (continued)

(a) Infrastructure (continued)

The Company has a well-defined organisational structure with clearly defined authorities, accountability and segregation of duties. The Company operates its respective business units within the policies, functional, financial and operating reporting standards and control procedures developed by the Company. Such reporting standards and control procedures are supplemented by standard operating procedures developed by the business units.

(b) Policies and Procedures

The Company has established risk management policies that set forth the means by which the Company shall evaluate and manage the risks inherent in the business. The policies outline the common risk management processes across key risks types within the Company.

A number of policies and procedures have also been put in place to guide and facilitate consistency in application across the Board. These cover key areas of risk such as:

- Whistleblowing Policy
- Anti-Corruption System Policy
- Donation Policy
- Code of Conduct and Ethics
- Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions Policy
- Internal Capital Adequacy Assessment Process Policy
- Investment Policy
- Product Development Policy
- Management of Customer Information Policy
- Risk Management Policy
- Compliance Policy
- Audit Charter

Policies and procedures are reviewed regularly to ensure continued relevance and to capture the latest regulatory, statutory and Group requirements. Policies are endorsed by EXCO and GBRMC and subsequently approved by the Board while operating procedures are approved by EXCO, as appropriate, to formalise their application within the Company.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

E. Internal Controls Framework (continued)

(c) Self-assessment Process

Risk Self-Assessment and Compliance Self-Assessment tools are established in the Company. The results of the assessment are reported to the EXCO Committee and GBRMC and subsequently to the Board via GBRMC's highlights.

(d) Monitoring and Reporting

The Company has identified the key risks that have significant impact on its capital adequacy risk, solvency risk, strategic risk, credit risk, market risk, interest rate risk, liquidity risk, technology risk, takaful risk, operational risk and compliance risk. Each operating unit has a number of functional departments and/or units that will be responsible for managing and monitoring these risks through appropriate limits, control procedures and oversight.

An Enterprise Risk Dashboard that provides holistic view of the Company's risk profile is submitted to EXCO for review and reported to GBRMC for notation.

The Company has a process to collate statistics for Company-wide Key Risk Indicators as well as operational loss events reporting (via ORION) to EXCO and GBRMC and subsequently to the Board via GBRMC's highlights on a regular basis.

F. Corporate Independence

The Company has complied with BNM's Guidelines on Related Party Transactions (BNM/RH/GL-018-6) in respect of all its related party undertakings. All necessary disclosures have been made to the Board regularly and where required, prior Board approval has been obtained. All material related party transactions are disclosed in Note 22 to the financial statements.

G. Management Accountability

The Company operates in an organisational structure and environment which are constantly being reviewed and enhanced to ensure that it remains appropriate for the operating environment. Human resource procedures of the Company provide for the setting of goals and training of each employee. The Company conducts formal appraisals for each employee on an annual basis.

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DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

CORPORATE GOVERNANCE (CONTINUED)

H. Public Accountability

As a custodian of public funds, the Company's dealings with the public are always conducted fairly, honestly and professionally. All staff of the Company are required to comply with the Code of Ethics and Conduct.

I. Relationship with Auditors

The external auditors are appointed on the recommendation by the GBAC, which determines the remuneration of the external auditors. The external auditors meet with the GBAC to:

- a) Present the scope of the audit before the commencement of audit; and
- b) Review the results of the financial year as well as the Internal Control letter after the conclusion of the audit.

J. Shariah Committee ("SC")

The Board has appointed an independent Shariah Committee ("SC"), whose members are made up of qualified persons as approved by BNM, to provide advice, decision, views and opinions related to Shariah matters, as well as perform oversight role on Shariah matters related to the business operations, affairs and activities to ensure compliance with Shariah.

The members of the SC are as follows:

Prof. Dr. Amir Shaharuddin <i>(Re-appointed with effect from 1st April 2022)</i>	(Chairman)
Puan Zarinah Mohd Yusoff <i>(Re-appointed with effect from 1st April 2022)</i>	(Member)
Assoc. Prof. Dr. Asmak Ab Rahman <i>(Re-appointed with effect from 1st April 2022)</i>	(Member)
Dr. Ahmad Zakirullah Mohamed Shaarani <i>(Appointed with effect from 1st April 2022)</i>	(Member)
Dr. Syahnaz Sulaiman <i>(Appointed with effect from 1st April 2022)</i>	(Member)

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****CORPORATE GOVERNANCE (CONTINUED)****J. SC (continued)**

During the financial year ended 30 June 2022, twelve (12) SC meetings were held and the attendance of the members was as follows:

<u>Members</u>	<u>Attendance</u>
Prof. Dr. Amir Shaharuddin	12/12
Puan Zarinah Mohd Yusoff	11/12
Assoc. Prof. Dr. Asmak Ab Rahman	12/12
Assoc. Prof. Dr. Nurul Aini Muhamed	*10/10
Dr. Muhammad Aunurrochim Mas'ad Saleh	*10/10
Dr. Ahmad Zakirullah Mohamed Shaarani	**2/2
Dr. Syahnaz Sulaiman	**2/2

Note:

**Assoc. Prof. Dr. Nurul Aini Muhamed and Dr. Muhammad Aunurrochim Mas'ad Saleh resigned on 31 March 2022.*

***Dr. Ahmad Zakirullah Mohamed Shaarani and Dr. Syahnaz Sulaiman were appointed on 1 April 2022.*

The SC has the responsibility to provide objective and sound advice to the Company to ensure that its aims and operations, business, affairs and activities are in compliance with Shariah. This includes:

- providing a decision or advice to the Company on the application of any rulings of the Shariah Advisory Council ("SAC") of Bank Negara Malaysia or standards on Shariah matters that are applicable to the operations, business, affairs and activities of the Company;
- providing a decision or advice on matters which require a reference to be made to the SAC;
- providing a decision or advice on the operations, business, affairs and activities of the Company which may trigger a Shariah non-compliance event;
- deliberating and affirming a Shariah non-compliance finding by any relevant functions; and
- endorsing a rectification measure to address a Shariah non-compliance event.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****HOLDING COMPANIES**

The immediate, penultimate and ultimate holding companies are HLA Holdings Sdn Bhd, Hong Leong Financial Group Berhad and Hong Leong Company (Malaysia) Berhad respectively, all companies incorporated in Malaysia.

OTHER STATUTORY INFORMATION REGARDING THE COMPANY

(I) As at the end of the financial year

(a) Before the financial statements of the Company were prepared, the Directors took reasonable steps:

- (i) to ascertain that there was adequate provision for its takaful liabilities in accordance with the valuation method specified in the Risk-Based Capital Framework for Takaful Operators ("RBCT Framework") issued by BNM;
- (ii) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
- (iii) to ensure that any current assets, which were unlikely to be realised at their book values in the ordinary course of business had been written down to their estimated realisable values.

(b) In the opinion of the Directors, the results of the operations of the Company during the financial year had not been substantially affected by any item, transaction or event of a material and unusual nature, other than those disclosed in the financial statements.

(II) As at the end of the financial year to the date of this report

(a) The Directors are not aware of any circumstances:

- (i) which would render the amount written off for bad debts or the amount of the allowance for doubtful debts inadequate to any material extent;
- (ii) which would render the values attributed to current assets in the financial statements misleading; and
- (iii) which had arisen which would render adherence to the existing method of valuation of assets or liabilities of the Company misleading or inappropriate.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)****OTHER STATUTORY INFORMATION REGARDING THE COMPANY (CONTINUED)**

(II) As at the end of the financial year to the date of this report (continued)

(b) In the opinion of the Directors:

- (i) the results of the operations of the Company for the financial year ended 30 June 2022 are not likely to be substantially affected by any item, transaction or event of a material and unusual nature which had arisen in the interval between the end of the financial year and the date of this report; and
- (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve months after the end of the financial year which will or may affect the ability of the Company to meet their obligations as and when they fall due (for the purpose of this paragraph, contingent or other liabilities do not include liabilities arising from Takaful contract underwritten in the ordinary course of business of the Company).

(III) As at the date of this report

- (a) There are no charges on the assets of the Company which had arisen since the end of the financial year to secure the liabilities of any other person;
- (b) There are no contingent liabilities which had arisen since the end of the financial year; and
- (c) The Directors are not aware of any circumstances not otherwise dealt with in the report or financial statements which would render any amount stated in the financial statements misleading.

AUDITORS' REMUNERATION

Auditors' remuneration of the Company is RM211,770. Details of the auditors' remuneration are set out in Note 18 to the financial statements.

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**DIRECTORS' REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022
(CONTINUED)**

AUDITORS

The auditors, PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), have expressed their willingness to accept re-appointment as auditors.

The report was approved by the Board of Directors on 13 September 2022. Signed on behalf of the Board of Directors.



MARTIN GILES MANEN
DIRECTOR



LOH GUAT LAN
DIRECTOR

Petaling Jaya
13 September 2022

HONG LEONG MSIG TAKAFUL BERHAD

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STATEMENT BY DIRECTORS PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Martin Giles Manen and Loh Guat Lan, being two of the Directors of **HONG LEONG MSIG TAKAFUL BERHAD**, state that to the best of knowledge and belief of the Directors, the financial statements set out on pages 60 to 149 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia to give a true and fair view of the financial position of the Company as at 30 June 2022 and financial performance of the Company for the financial year ended 30 June 2022.

On behalf of the Board,



MARTIN GILES MANEN
DIRECTOR



LOH GUAT LAN
DIRECTOR

Petaling Jaya
13 September 2022

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

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STATUTORY DECLARATION PURSUANT TO SECTION 251(1) OF THE COMPANIES ACT 2016

I, Lin Choi Foo, being the officer primarily responsible for the financial management of **HONG LEONG MSIG TAKAFUL BERHAD**, do solemnly and sincerely declare that the financial statements set out on pages 60 to 149 are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared
by the above named Lin Choi Foo
at Selangor Darul Ehsan this
13 September 2022

)
)
)



Before me

COMMISSIONER FOR OATHS



Suite A, No. 5, Jalan 14/30,
Section 14,
6100 Petaling Jaya, Selangor

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

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REPORT OF THE SHARIAH COMMITTEE

In the name of Allah, The Beneficent, The Merciful.

To the Shareholders of Hong Leong MSIG Takaful Berhad,

In carrying out the roles and the responsibilities of the Shariah Committee as prescribed in the Shariah Governance Policy Document issued by Bank Negara Malaysia and in compliance with the letter of appointment, we are required to submit the following report:

We have reviewed to the best of our knowledge, the principles and the contracts relating to the transactions and applications introduced by the Company during the financial year ended 30 June 2022. We have also conducted our review to form an opinion as to whether the Company has complied with Shariah rules and principles and with the specific fatwas, rulings and guidelines issued by Shariah Advisory Council of Bank Negara Malaysia and us.

The Company's management is responsible for ensuring that the Company conducts its business in accordance with Shariah rules and principles. It is our responsibility to oversee the implementation and effectiveness of the Shariah governance and form an independent opinion and report, based on our review of the principles and contracts in relation to transactions and applications of the Company.

We had approved in our meetings, initiatives to strengthen the Shariah governance of the Company to ensure the Company's business operations are in line with Shariah rules and principles.

We have assessed the work carried out by Shariah review and Shariah audit conducted on a scheduled and periodic basis which included examining, on a test basis, type of transaction, the relevant documentation and procedures adopted by the Company. As for the Shariah risk management, the Company has put an effective control in governing and managing Shariah non-compliant risk.

We performed our review on the basis of information and explanations provided to us which are deemed essential together with sufficient evidence to give reasonable assurance that the Company has not violated Shariah rules and principles.

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Registration No. 200601018337 (738090-M)
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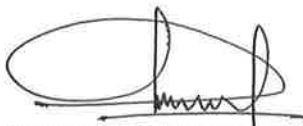
REPORT OF THE SHARIAH COMMITTEE (CONTINUED)

In our opinion and to the best of our knowledge:

- the contracts, transactions and relevant documentations entered into and applied by the Company during the financial year ended 30 June 2022 as presented and deliberated to us are in compliance with the Shariah rules and principles. There was no incident involving Shariah Non-Compliance event on the business conducted by the Company;
- the allocation of profit and charging of losses relating to investment of participants and shareholders funds disclosed to us conform to the basis that had been approved by us in accordance with Shariah rules and principles;
- no earnings have been realised from sources or by means prohibited by the Shariah principles;
- the calculation of business Zakat and distribution of charitable fund has been approved by us and in compliance with Shariah principles.

We, Prof. Dr. Amir Shaharuddin and Assoc. Prof. Dr. Asmak Ab Rahman, being two of the members of Shariah Committee of Hong Leong MSIG Takaful Berhad, do hereby confirm that the operations of Hong Leong MSIG Takaful Berhad for the year ended 30 June 2022 have been conducted in conformity with the Shariah principles. There was no issue that has attracted our attention in believing that the business, operations, affairs and activities of the Company might be involved with any material Shariah Non-Compliance which could impact the Company's business.

We beg Allah the Almighty to grant us all the success and straight-forwardness.



PROF. DR. AMIR SHAHARUDDIN

Chairman
Shariah Committee



ASSOC. PROF. DR. ASMAK

AB RAHMAN
Member
Shariah Committee

Petaling Jaya
13 September 2022



**INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF HONG LEONG MSIG TAKAFUL BERHAD**
(Incorporated in Malaysia)
Registration No. 200601018337 (738090-M)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the financial statements of Hong Leong MSIG Takaful Berhad (“the Company”) give a true and fair view of the financial position of the Company as at 30 June 2022, and of its financial performance and its cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

What we have audited

We have audited the financial statements of the Company, which comprise the statement of financial position as at 30 June 2022, and the statement of income, statement of other comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 60 to 149.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the “Auditors’ responsibilities for the audit of the financial statements” section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and other ethical responsibilities

We are independent of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants (“By-Laws”) and the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (including International Independence Standards) (“IESBA Code”), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Information other than the financial statements and auditors’ report thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors’ Report and Report of the Shariah Committee, but does not include the financial statements of the Company and our auditors’ report thereon.

PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), Chartered Accountants, Level 10, 1 Sentral, Jalan Rakyat, Kuala Lumpur Sentral, P.O. Box 10192, 50706 Kuala Lumpur, Malaysia
T: +60 (3) 2173 1188, F: +60 (3) 2173 1288, www.pwc.com/my



**INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF HONG LEONG MSIG TAKAFUL BERHAD (CONTINUED)**
(Incorporated in Malaysia)
Registration No. 200601018337 (738090-M)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Our opinion on the financial statements of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the financial statements

The Directors of the Company are responsible for the preparation of the financial statements of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Company, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



**INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF HONG LEONG MSIG TAKAFUL BERHAD (CONTINUED)**
(Incorporated in Malaysia)
Registration No. 200601018337 (738090-M)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Company, including the disclosures, and whether the financial statements of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.




INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF HONG LEONG MSIG TAKAFUL BERHAD (CONTINUED)
(Incorporated in Malaysia)
Registration No. 200601018337 (738090-M)

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.


PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants


WONG HUT CHERN
03252/05/2024 J
Chartered Accountant

Kuala Lumpur
13 September 2022

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

		2022			2021		
	Note	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
Assets							
Property and equipments	3	12,835	-	12,835	9,505	-	9,505
Right-of-use assets	4 (a)	12,222	-	12,222	6,215	-	6,215
Intangible assets	5	5,583	-	5,583	4,749	-	4,749
Financial assets							
- fair value through profit or loss	6 (a)	170,389	859,467	1,025,112	190,829	702,548	888,535
- amortised cost	6 (b)	1,897	14,234	16,131	-	34,722	34,722
Deferred tax assets	14	5,502	3,244	8,746	-	-	-
Tax recoverable		1,447	-	1,447	-	-	-
Retakaful assets		-	61,669	61,669	-	36,318	36,318
Takaful receivables	7	-	16,404	16,404	-	10,441	10,441
Other receivables	8	45,140	6,472	18,563	39,582	6,397	10,721
Due from related companies		584	-	584	320	-	320
Cash and cash equivalents	9	18,558	231,572	250,130	10,060	100,255	110,315
Total assets		274,157	1,193,062	1,429,426	261,260	890,681	1,111,841

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022 (CONTINUED)

		2022			2021		
	Note	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
Shareholders' equity							
Share capital	15	200,000	-	200,000	200,000	-	200,000
Retained profit		9,003	-	9,003	12,929	-	12,929
Total equity		209,003	-	209,003	212,929	-	212,929
Liabilities							
Takaful contract liabilities	10	-	1,088,980	1,084,236	-	807,368	802,526
Lease liabilities	4 (b)	12,552	-	12,552	6,323	-	6,323
Tax payables		-	2,767	2,767	718	2,472	3,190
Takaful payables	11	7,214	25,711	32,925	3,214	10,852	14,066
Expense liabilities	12	19,560	-	19,560	10,682	-	10,682
Other payables	13	25,445	75,604	68,000	24,907	68,138	57,787
Deferred tax liabilities	14	-	-	-	2,204	1,851	4,055
Due to related companies		383	-	383	283	-	283
Total liabilities		65,154	1,193,062	1,220,423	48,331	890,681	898,912
Total equity and liabilities		274,157	1,193,062	1,429,426	261,260	890,681	1,111,841

The accompanying notes form an integral part of the financial statements.

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

STATEMENT OF INCOME FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022

		2022			2021		
	Note	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
Gross contributions		-	544,414	544,414	-	336,272	336,272
Contributions ceded to retakaful		-	(75,234)	(75,234)	-	(58,407)	(58,407)
Net contributions		-	469,180	469,180	-	277,865	277,865
Wakalah income		146,018	-	-	90,973	-	-
Surplus sharing from Family Takaful Funds		10,525	-	-	19,315	-	-
Share of investment profit from Family Takaful		3,413	-	-	3,151	-	-
Investment Income	16	7,373	28,334	39,120	7,845	24,134	35,130
Fair value gains/(loses)	17	(11,008)	(54,602)	(65,512)	508	(2,504)	(2,272)
Other operating income		6,995	74	5,974	1,952	-	976
Other income		163,316	(26,194)	(20,418)	123,744	21,630	33,834
Gross benefits and claim paid		-	(106,398)	(106,398)	-	(115,918)	(115,918)
Claims ceded to retakaful		-	53,244	53,244	-	44,701	44,701
Gross change to Takaful contract liabilities		-	(239,880)	(239,978)	-	(105,267)	(104,990)
Change in Takaful contract liabilities ceded to retakaful		-	5,443	5,443	-	(10,669)	(10,669)
Net benefits and claims		-	(287,591)	(287,689)	-	(187,153)	(186,876)

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

STATEMENT OF INCOME FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

		2022			2021		
	Note	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
Wakalah expenses		-	(146,018)	-	-	(90,973)	-
Surplus sharing with Takaful Operator		-	(10,525)	-	-	(19,315)	-
Fees and commission expense		(94,140)	-	(94,140)	(52,052)	-	(52,052)
Management expenses	18	(68,927)	-	(68,927)	(60,938)	-	(60,938)
Change to expense liability		(8,877)	-	(8,877)	1,659	-	1,659
Other operating expenses		-	(1,586)	(491)	-	(1,045)	(70)
Other expenses		<u>(171,944)</u>	<u>(158,129)</u>	<u>(172,435)</u>	<u>(111,331)</u>	<u>(111,333)</u>	<u>(111,401)</u>
(Loss)/profit before zakat and taxation		(8,628)	(2,734)	(11,362)	12,413	1,009	13,422
Tax income/(expense) attributable to participants	19	<u>-</u>	<u>2,734</u>	<u>2,734</u>	<u>-</u>	<u>(1,009)</u>	<u>(1,009)</u>
(Loss)/profit before taxation attributable to Takaful Operator		(8,628)	-	(8,628)	12,413	-	12,413
Taxation	19	4,702	-	4,702	(5,194)	-	(5,194)
Zakat		-	-	-	230	-	230
Net (loss)/profit for the financial year		<u>(3,926)</u>	<u>-</u>	<u>(3,926)</u>	<u>7,449</u>	<u>-</u>	<u>7,449</u>
(Loss)/earning per share (sen)		<u>(1.96)</u>	<u>-</u>	<u>(1.96)</u>	<u>3.72</u>	<u>-</u>	<u>3.72</u>

The accompanying notes form an integral part of the financial statements.

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

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STATEMENT OF OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022

	2022			2021		
	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
Net (loss)/profit for the financial year	<u>(3,926)</u>	<u>-</u>	<u>(3,926)</u>	<u>7,449</u>	<u>-</u>	<u>7,449</u>
Total comprehensive (loss)/income for the financial year	<u>(3,926)</u>	<u>-</u>	<u>(3,926)</u>	<u>7,449</u>	<u>-</u>	<u>7,449</u>

The accompanying notes form an integral part of the financial statements.

HONG LEONG MSIG TAKAFUL BERHAD

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**STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022**

	Issued and fully paid ordinary shares		Distributable	
	Number of shares	Share Capital	(Accumulated losses)/Retained profit	Total
	'000	RM'000	RM'000	RM'000
At 1 July 2020	200,000	200,000	5,480	205,480
Total comprehensive income for the financial year	-	-	7,449	7,449
At 1 July 2021	200,000	200,000	12,929	212,929
Total comprehensive loss for the financial year	-	-	(3,926)	(3,926)
At 30 June 2022	200,000	200,000	9,003	209,003

The accompanying notes form an integral part of the financial statements.

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

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**STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022**

	Note	2022 RM'000	2021 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net (loss)/profit for the financial year		(3,926)	7,449
Adjustments for:			
Depreciation of property and equipments	3	634	520
Depreciation of right-of-use assets	4 (a)	1,326	931
Finance cost on lease liabilities	18	548	231
Amortisation of intangible assets	5	1,610	1,588
Fair value loss on financial assets	6 (a)	65,512	2,272
Amortisation of premiums-net	16	916	670
Profits and dividend income	16	(40,036)	(35,803)
Zakat		-	(230)
Taxation	19	(7,436)	6,203
Operating income/(loss) before changes in working capital		19,148	(16,169)
Proceeds from disposal of investments	6 (a)	121,965	124,299
Maturity of investments	6 (a)	30,000	16,158
Purchase of investments	6 (a)	(352,116)	(265,615)
Decrease/(increase) in amortised cost financial assets		18,499	(15,470)
(Increase)/decrease in retakaful assets		(25,351)	15,807
Increase in takaful receivables		(5,963)	(3,930)
Increase in other receivables		(5,633)	(3,152)
(Increase)/decrease in amount due from related companies		(264)	30
Increase/(decrease) in expenses liabilities		8,877	(1,660)
Increase in family takaful contract liabilities		281,710	117,954
Increase/(decrease) in takaful payables		18,859	(12,426)
Increase in other payables		8,006	3,760
Increase/(decrease) in amount due to related companies		100	(498)
		117,837	(40,912)
Tax paid		(7,235)	(5,137)
Profit received		31,660	27,275
Dividend received		5,506	6,367
Net cash generated from/(used in) operating activities		147,768	(12,407)

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

**STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)**

	Note	2022 RM'000	2021 RM'000
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property and equipments	3	(6,194)	(4,972)
Purchase of intangible assets	5	<u>(214)</u>	<u>(514)</u>
Net cash used in investing activities		<u>(6,408)</u>	<u>(5,486)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Payment of lease liabilities		(997)	(823)
Payment of finance cost on lease liabilities	18	<u>(548)</u>	<u>(231)</u>
Net cash used in financing activities		<u>(1,545)</u>	<u>(1,054)</u>
Net increase/(decrease) in cash and cash equivalents		139,815	(18,947)
Cash and cash equivalents at beginning of the financial year		110,315	129,262
Cash and cash equivalents at the end of the financial year	9	<u>250,130</u>	<u>110,315</u>

The Company classifies the cash flows from the acquisition and disposal of financial assets as operating cash flows, as the purchases are mainly funded from the cash flows associated with the origination of takaful contracts, net the cash flows for payments of benefits and claims incurred for takaful contract, which are treated under operating activities.

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022

1 CORPORATE INFORMATION

Hong Leong MSIG Takaful Berhad has been principally engaged in the management of family takaful and takaful investment-linked business. Within the financial year, there were no significant changes in the nature of the principal activities.

The Company is a public limited liability company, incorporated and domiciled in Malaysia. The registered office of the Company is located at Level 30, Menara Hong Leong, No. 6, Jalan Damanlela, Bukit Damansara, 50490 Kuala Lumpur. The principal place of business of the Company is located at Level 5, Tower B, PJ City Development, No 15A, Jalan 219, Seksyen 51A, 46100 Petaling Jaya, Selangor.

The immediate, penultimate and ultimate holding companies are HLA Holdings Sdn Bhd, Hong Leong Financial Group Berhad and Hong Leong Company (Malaysia) Berhad respectively, all companies incorporated in Malaysia.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 13 September 2022.

2 SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements of the Company have been prepared under the historical cost convention except as disclosed in this significant accounting policies, and comply with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRS") and the requirements of the Companies Act 2016 in Malaysia.

The financial statements of the Company reflects the amalgamated of financial information and results between Takaful Operator and Takaful funds. These two funds have been presented as a single economic entity for the respective financial years disclosed. Interfund balances and transactions are eliminated at the Company's financial statements.

The inclusion of separate financial information of the Takaful funds and the Takaful Operator together with the financial information of the Company in the statement of financial position, the statement of comprehensive income as well as certain relevant notes to the financial statements represents additional supplementary information presented in accordance with the requirements of BNM pursuant to the Islamic Financial Services Act 2013 ("IFSA") in Malaysia to separate assets, liabilities, income and expenses of the Takaful funds from its own. The accounting policies adopted for the Takaful Operator and Takaful funds are uniform for transactions and events in similar circumstances.

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)****2.1 Basis of preparation (continued)**

The preparation of financial statements in conformity with the MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reported financial year. It also requires Directors to exercise their judgement in the process of applying the Company's accounting policies. Although these estimates are based on the Directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 2.3 to the financial statements.

- (a) Standards, amendments to published standards and interpretations to existing standards that are applicable to the Company and are effective.

The relevant new accounting standards, annual improvements and amendments to published standards and interpretations to existing accounting standards that are effective and applicable for the Company's financial year beginning on or after 1 July 2021 are as follows:

- Amendments to MFRS 9, MFRS 139, MFRS 7, MFRS 4 and MFRS 16 'Interest Rate Benchmark (IBOR) Reform - Phase 2'
- Amendments to MFRS 16 'COVID-19-Related Rent Concessions beyond 30 June 2021'

The amendments listed above did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (continued)

- (b) Standards, amendments to published standards and interpretations to existing standards that are applicable to the Company but not yet effective

- i) Amendments to MFRS 112 'Deferred Tax related to Assets and Liabilities arising from a Single Transaction' - effective 1 January 2023

The amendments clarify that the initial exemption rule does not apply to transactions where both an asset and a liability are recognised at the same time such as leases and decommissioning obligations. Accordingly, entities are required to recognise both deferred tax assets and liabilities for all deductible and taxable temporary differences arising from such transactions.

The amendments shall be applied retrospectively.

- ii) MFRS 17 'Insurance Contracts' - effective 1 January 2023

MFRS 17 applies to insurance contracts issued, to all reinsurance contracts and to investment contracts with discretionary participating features if an entity also issues insurance contracts. For fixed-fee service contracts whose primary purpose is the provision of services, an entity has an accounting policy choice to account for them in accordance with either MFRS 17 or MFRS 15 'Revenue'. An entity is allowed to account financial guarantee contracts in accordance with MFRS 17 if the entity has asserted explicitly that it regarded them as insurance contracts. Insurance contracts, (other than reinsurance) where the entity is the policyholder are not within the scope of MFRS 17. Embedded derivatives and distinct investment and service components should be 'unbundled' and accounted for separately in accordance with the related MFRSs. Voluntary unbundling of other components is prohibited.

MFRS 17 requires a current measurement model where estimates are remeasured at each reporting period. The measurement is based on the building blocks of discounted, probability-weighted cash flows, a risk adjustment and a contractual service margin ("CSM") representing the unearned profit of the contract. An entity has a policy choice to recognise the impact of changes in discount rates and other assumptions that are related to financial risks either in income statements or in other comprehensive income.

HONG LEONG MSIG TAKAFUL BERHAD

Registration No. 200601018337 (738090-M)

(Incorporated in Malaysia)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (continued)

- (b) Standards, amendments to published standards and interpretations to existing standards that are applicable to the Company but not yet effective (continued)

ii) MFRS 17 'Insurance Contracts' - effective 1 January 2023 (continued)

Alternative measurement models are provided for the different insurance coverages:

- Simplified Premium Allocation Approach if the insurance coverage period is a year or less; or
- Variable Fee Approach should be applied for insurance contracts that specify a link between payments to the policyholder and the returns on the underlying items.

The requirements of MFRS 17 align the presentation of revenue with other industries. Revenue is allocated to the periods in proportion to the value of the expected coverage and other services that the insurer provides in the period, and claims are presented when incurred. Investment components are excluded from revenue and claims.

Insurers are required to disclose information about amounts, judgements and risks arising from insurance contracts.

The Company has formed a Project Steering Committee to oversee the implementation of MFRS 17. The Project Working Committee is currently working closely with the external consultant in assessing the financial and other implications that may arise during the implementation of MFRS 17.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (continued)

- (b) Standards, amendments to published standards and interpretations to existing standards that are applicable to the Company but not yet effective (continued)

- iii) Amendments to MFRS 101 'Classification of liabilities as current or non-current'- effective 1 January 2023

The amendments clarify that a liability is classified as non-current if an entity has a substantive right at the end of the reporting period to defer settlement for at least 12 months after the reporting period. If the right to defer settlement of a liability is subject to the entity complying with specified conditions (for example, debt covenants), the right exists at the end of the reporting period only if the entity complies with those conditions at that date. The amendments further clarify that the entity must comply with the conditions at the end of the reporting period even if the lender does not test compliance until a later date.

The assessment of whether an entity has the right to defer settlement of a liability at reporting date is not affected by expectations of the entity or events after the reporting date.

In addition, the amendments clarify that when a liability could be settled by the transfer of an entity's own equity instruments (e.g. a conversion option in a convertible bond), conversion option that is not an equity instrument as defined in MFRS 132 'Financial Instruments: Presentation' is considered in the current or non-current classification of the convertible instrument.

The amendments shall be applied retrospectively.

Except as mentioned above, the initial application of the other new standards, amendments to standards or interpretations issued by MASB effective for periods subsequent to 1 July 2021 are not expected to have any material financial impact to the current period and prior period financial statements of the Company.

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Property and equipment are stated at cost, net of the amount of sales and services tax (SST) less accumulated depreciation and accumulated impairment losses. The cost of property and equipment includes expenditure that is directly attributable to the acquisition of the items.

Subsequent expenditure are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

Repairs and maintenance costs are charged to statement of income during the financial year in which they are incurred.

Property and equipment are depreciated on the straight line basis to write off the cost of the assets, to their residual values over their estimated useful lives, summarised as follows:

Computer equipment	5 years
Furniture & fittings, office equipment and renovation	5 years
Motor vehicles	4 years

Work-in-progress is carried at cost and is depreciated when the asset is available for use. The residual values and useful lives of property and equipment are reviewed, and adjusted as appropriate, at each date of statement of financial position.

At each date of statement of financial position, the Company assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 2.2(g) on impairment of assets.

Gains and losses on disposals are determined by comparing proceeds with the carrying amounts and are included in statement of income.

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Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives.

Costs associated with maintaining computer software programmes are recognised as an expense when incurred. Costs that are directly associated with identifiable and unique software products controlled by the Company, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Costs include employee costs incurred as a result of developing software and an appropriate portion of relevant overheads.

Computer software development costs recognised as assets are amortised using the straight line method over their estimated useful lives, not exceeding a period of 5 years.

(c) Leases

Leases are recognised as right-of-use ("ROU") asset and a corresponding liability at the date on which the leased asset is available for use by the Company (i.e. the commencement date).

Contracts may contain both lease and non-lease components. The Company allocate the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

Lease term

In determining the lease term, the Company considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not to be terminated).

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The Company reassesses the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Company, and affects whether the Company is reasonably certain to exercise an option not previously included in the determination of lease term, or not to exercise an option previously included in the determination of lease term. A revision in lease term results in remeasurement of the lease liabilities. See accounting policy below on reassessment of lease liabilities.

ROU assets

ROU assets are initially measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentive received; and
- any initial direct costs

ROU assets that are not investment properties are subsequently measured at cost, less accumulated depreciation and impairment loss (if any). The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Company is reasonably certain to exercise a purchase option, the ROU asset is depreciated over the underlying asset's useful life. In addition, the ROU assets are adjusted for certain remeasurement of the lease liabilities.

Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at that date. The lease payments include the following:

- fixed payments (including in-substance fixed payments), less any lease incentive receivable;
- amounts expected to be payable by the Company under residual value guarantees;
- the exercise price of a purchase and extension options if the Company is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the Company exercising that option.

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Lease payments are discounted using profit rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Company, an incremental borrowing rate is used in determining the discount rate which assumes the profit rate that the Company would have to pay to borrow over a similar term, the funds necessary to obtain the asset.

Lease payments are allocated between principal and finance cost. The finance cost is charged to statement of income over the lease period so as to produce a constant periodic profit rate on the remaining balance of the liability for each period.

The Company presents the lease liabilities as a separate line item in the statements of financial position. Profit rate expense on the lease liability is presented under management expense in the statement of income.

Short term leases and leases of low value assets

The Company elect to apply MFRS 16 recognition exemption such as short-term leases and leases for which the underlying asset is of low value. Short-term leases are leases with a lease term of 12 months or less with no purchase option. Low-value assets comprise IT equipment and small items of office furniture. Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in the statement of income.

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The Company classifies its financial assets in the following measurement categories:

- Amortised cost
- Fair value through statement of income ("FVTPL")

At initial recognition, the Company measure a financial asset at fair value plus transaction costs that are directly attributable to acquisition of the financial asset in the case of a financial asset not FVTPL. Transaction costs of financial assets carried at FVTPL are expensed in the income statements.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest ("SPPI").

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2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Summary of significant accounting policies (continued)

(d) Financial instruments (continued)

(i) Classification and measurement of financial instruments (continued)

The classification requirements for debt and equity instruments are described as below:

1) Debt instruments

Debt instruments are those instruments that meet the definition of a financial liability from the issuer's perspective, such as loans, government and corporate sukuk and trade receivables purchased from clients in factoring arrangements without recourse.

Classification and subsequent measurement of debt instruments depend on the following factors:

- The Company's business model for managing the financial assets; and
- The contractual cash flow characteristics of the financial assets.

Based on these factors, the Company classify their debt instruments into one of the following two measurement categories:

a) Financial assets at amortised cost

Financial assets where the contractual cash flows represent solely payments of principal and interest, and that are not designated as FVTPL, are measured at amortised cost. The carrying amount of these assets is adjusted for any expected credit losses that are recognised into statement of other comprehensive income. The profit income from this financial assets is included in investment income using the effective interest rate method. Upon derecognition, any gain or loss will be recognised in statement of income and included in realised gains/(losses).

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2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Summary of significant accounting policies (continued)

(d) Financial instruments (continued)

(i) Classification and measurement of financial instruments (continued)

1) Debt instruments (continued)

b) Financial assets at FVTPL

Financial assets that do not meet the criteria for amortised cost or fair value through other comprehensive income ("FVOCI") are measured at FVTPL. The Company may also irrevocably designate financial assets at FVTPL if doing so significantly reduces or eliminates a mismatch created by assets and liabilities being measured on different bases. A gain or loss on a debt instrument that is subsequently measured at FVTPL and is not part of a hedging relationship is recognised in statement of income and presented in the statement of income within realised gains / (losses) in the period in which it arises. The interest income is recognised into income statements using the effective interest rate method.

2) Equity instruments

Equity instruments are instruments that meet the definition of equity from the issuers' perspective; that is, instruments that do not contain a contractual obligation to pay and that evidence a residual interest in the issuers' net assets.

The Company subsequently measure all equity instruments at FVTPL. Dividend will be recognised in income statements as investment income when the Company's right to receive payments is established.

Changes in fair value of financial assets at FVTPL are included in the fair value gains/(losses) in the statement of income.

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Reclassification of financial assets is required when, and only when, the Company change their business model for managing the assets. In such cases, the Company are required to reclassify all affected financial assets.

However, it will be inappropriate to reclassify financial assets that have been designated at fair value through statement of income, or equity instruments that have been designated as at fair value through other comprehensive income even when there is a change in business model. Such designations are irrevocable.

(iii) Recognition and derecognition

Regular purchases and sales of financial assets are recognised on the trade date on which the Company committed to purchase or sell the assets at trade-date. Financial assets are derecognised when the right to receive cash flow from the financial asset have expired or has been transferred and the Company has transferred substantially all the risks and rewards of ownership.

(iv) Impairment for debt instruments

The Company assesses on a forward looking basis the expected credit loss ('ECL') associated with its debt instruments carried at amortised cost and at FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The Company has two types of financial instruments that are subject to the ECL model:

- Takaful receivables
- Other receivables

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While cash and cash equivalents are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

ECL represent a probability-weighted estimate of the difference between present value of cash flows according to contract and present value of cash flows the Company expects to receive, over the remaining life of the financial instrument.

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

1) General 3-stage approach for other receivables

At each reporting date, the Company measures ECL through loss allowance at an amount equal to 12 month ECL if credit risk on other receivables not increased significantly since initial recognition. For all other receivables, a loss allowance at an amount equal to lifetime ECL is required.

2) Simplified approach for Takaful receivables

The Company applies simplified approach to measure ECL which uses a lifetime ECL for all Takaful receivables. The expected loss allowance is based on provisional matrix with the usage of forward-looking information in determining of ECL, including the use of macroeconomic information.

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The fair values of Government Investment Issues and unquoted corporate securities are based on indicative fair market prices/index by reference to the quotations provided by banks and brokers.

The fair values of quoted securities are based on current market prices. If the market for a financial asset is not active, the Company establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis and option pricing models.

The fair value of structured deposits is based on the prices quoted by the issuing financial institution.

The fair value of floating rate and over-night deposits with financial institutions is their carrying value. The carrying value is the cost of the deposit or placement and accrued profit. The fair value of fixed profit or yield-bearing deposits is measured at the face value or market value, whichever is lower.

(f) Qard

Qard represents benevolent loan from Takaful Operator to meet deficits in participants' special accounts and shall be repaid from future surpluses from the participants' special accounts in Takaful funds.

In preparing the separate financial statements of the Takaful Operator, qard receivable is stated at cost and at each date of the statement of financial position, the Company assesses whether there is any indication of impairment. If such indication exists, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount, as set out in Note 2.2 (g) on impairment of assets.

In preparing the separate financial statements of the respective Takaful funds, qard payable is stated at cost. Qard balances are eliminated in preparing the Company's statement of financial position.

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At each date of statement of financial position, the Company reviews the carrying amounts of its non-financial assets to determine whether there is any indication of impairment. Impairment is measured by comparing carrying values of the assets with their recoverable amounts. The recoverable amount is the higher of the net realisable value and the value in use, which is measured by reference to discounted cash flows.

An impairment loss is charged to statement of income of the respective funds immediately. Reversal of impairment losses recognised in prior years is recorded when the impairment losses recognised for the asset no longer exist or have decreased. A reversal of such impairment loss is recognised in statement of income of respective funds immediately.

(h) Cash and cash equivalents

Cash and cash equivalents consist of cash balances and deposits held at call with Islamic financial institutions with original maturities of three months or less. It excludes deposits which are held for investment purpose. The Company classifies the cash flow for the purchase and disposal of investment in financial asset in its operating cash flows as the purchases are funded from the cash flow associated with the origination of Takaful contracts, net of the cash flow for payment of Takaful benefits and claims benefits.

(i) Taxation

Taxation for the financial year comprises current and deferred tax.

Current tax assets and liabilities for the current and prior period are measured at the amount expected to be recovered or paid to tax authorities. The tax rates used to compute the amount are those that are enacted or substantially enacted at the date of the statement of financial position.

Current tax expense is determined according to the tax laws of the jurisdiction in which the Company operates and includes all taxes based upon the taxable profits.

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2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Summary of significant accounting policies (continued)

(i) Taxation (continued)

Deferred tax is recognised in full, using the liability method, providing for temporary differences arising between the carrying amounts of assets and liabilities for tax purpose. However, deferred tax is not recognised for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting, nor taxable statement of income.

Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or unused tax losses can be utilised.

Tax rates enacted or substantively enacted by the statement of financial position date are used to determine deferred tax.

(j) Zakat

Zakat represents tithes payable by the Company to comply with Shariah principles and as approved by the Shariah Advisory Committee. Zakat provision is calculated based on 2.5% of net asset method. Zakat is only provided when there is a commitment or an obligation exists as at financial year end.

(k) Management expenses, commission expenses and wakalah fee

Acquisition costs, commissions and management expenses are borne by the Takaful Operator in statement of income at an agreed percentage of the gross contribution, in accordance with the principles of "Wakalah" as approved by the Company's Shariah Committee and agreed between the participants and the Company. These expenses are allocated to the Takaful Operator via upfront wakalah fee and special wakalah fee.

Upfront wakalah fee is allocated to the Takaful Operator and recognised as income upon issuance of certificates.

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Special wakalah fee is the monthly tabarru' from the participants' account to the participants' special account and is deferred as a liability under "special fund reserve" in participants' special account. Special wakalah fee may be distributed to the Takaful Operator and participants in the ratio specified in the certificate contract, based on the recommendation by the Appointed Actuary when the participants' special account is in a surplus position after an annual actuarial valuation of the participants' special account at the end of the financial year. Undistributed special wakalah fee for a particular year cannot be carried forward for distribution in a future financial year, and hence, will form a part of Takaful contract liabilities in participants' special account.

In the event that the participants' special account is in a deficit position, the deficit in the participants' special account will be made good by the "special fund reserve" arising from monthly allocation of tabarru'/donation before the Takaful Operator via a benevolent loan or Qard.

(l) Expense liabilities

At each reporting date, the Company estimates its net future expenses cashflow required on the maintenance of the Takaful funds in accordance with the Guidelines on Valuation Basis for Liabilities of Family issued by BNM. If the estimate shows that there is a deficiency in the net future expense cashflow, the deficiency is recognised as expense liabilities.

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2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Summary of significant accounting policies (continued)

(m) Employee benefits

Short-term employee benefits

Wages, salaries, paid annual leave, bonuses and non-monetary benefits, which are short-term employee benefits, are accrued in the financial year in which the associated services are rendered by employees of the Company.

Post employment benefits

The Company's contributions to the national defined contribution plan, the Employees' Provident Fund, are charged to statement of income of the respective funds in the financial year to which they relate. Once the contributions have been paid, the Company has no further payment obligations.

(n) Product classification

The Company, on behalf of Takaful funds, issues contracts that transfer Takaful risk and financial risk.

Financial risk is the risk of a possible future change in one or more of a specified profit rate, financial instrument price, commodity price, foreign exchange rate, index of price or rate, credit rating or credit index or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract. Takaful risk is the risk other than financial risk.

Takaful contracts are those contracts that transfer significant Takaful risk. A Takaful contract is a contract under which the Takaful Operator, on behalf of Takaful funds, has accepted significant Takaful risk from another party (the participants) by agreeing to compensate the participants if a specified uncertain future event (the Takaful event) adversely affects the participants. As a general guideline, the Company defines significant Takaful risk to be the possibility of having to pay benefits on the occurrence of a Takaful event that are at least 5% more than the benefits payable if the Takaful event did not occur.

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2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Summary of significant accounting policies (continued)

(n) Product classification (continued)

Investment contracts are those contracts that transfer financial risk with no significant takaful underwriting risk.

Once a contract has been classified as a Takaful contract, it remains a Takaful contract for the remainder of its life time, even if the Takaful risk reduces significantly during this period, unless all rights and obligations are extinguished or expired. Investment contracts can, however, be reclassified as Takaful contracts after inception if Takaful risk becomes significant.

Based on the Company's assessment, all such contracts underwritten by the Company meet the definition of Takaful contracts and accordingly are classified as Takaful contracts.

Takaful contracts are further classified as being either with or without discretionary participation features ("DPF"). DPF is a contractual right to receive, as a supplement to guaranteed benefits, additional benefits that are:

- likely to be a significant portion of the total contractual benefits;
- whose amount or timing is contractually at the discretion of the Company; and
- that are contractually based on the:
 - performance of a specified pool of contracts or a specified type of contract;
 - realised and/or unrealised investment returns on a specified pool of assets held by the Company; or
 - the statement of income of the Company, fund or other entity that issues the contract.

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Surpluses in the DPF fund are distributable to participants and the Company in accordance with the relevant terms under the Takaful contracts. The Company however has the discretion over the amount and timing of the distribution of these surpluses to participants, subject to the advice of the Company's Appointed Actuary. The Company does not recognise the guaranteed component separately from the DPF and the whole contract liabilities, including both guaranteed and discretionary and unallocated surplus at the end of the reporting period are held within the Takaful contract liabilities.

For financial options and guarantees which are not closely related to the host Takaful contract, bifurcation is required to measure these embedded derivatives separately at fair value through statement of income. However, bifurcation is not required if the embedded derivative is itself a Takaful contract, or embedded options to surrender Takaful contracts for a fixed amount (or an amount based on a fixed amount and an interest rate).

Takaful contracts that contain both a financial risk component and a significant Takaful risk component are not unbundled and classified as Takaful contracts as the current accounting policy recognises all Takaful contributions, claims and benefit payments, expenses and valuation of future benefit payments, inclusive of the investment component, through the statement of income.

(o) Retakaful contracts

Takaful funds cede Takaful risk in the normal course of business for its businesses. Retakaful assets represent balances due from retakaful operators. Amounts recoverable from retakaful operators are estimated in a manner consistent with the outstanding claims provision or settled claims associated with the retakaful's policies and are in accordance with the related retakaful contracts.

Ceded retakaful arrangements do not relieve the fund from its obligations to participants. Contributions and claims are presented on a gross basis for both ceded and assumed retakaful.

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Retakaful assets are reviewed for impairment at each reporting date or more frequently when an indication of impairment arises during the reporting period. Impairment occurs when there is objective evidence as a result of an event that occurred after initial recognition of the retakaful asset that the fund may not receive all outstanding amounts due under the terms of the contract and the event has a reliably measurable impact on the amounts that the fund will receive from the retakaful operator. The impairment loss is recorded in statement of income.

Contributions and claims on assumed facultative retakaful are recognised as revenue or expenses in the same manner as they would be if the retakaful were considered direct business, taking into account the product classification of the ceded retakaful business. Contributions, claims and other transactions costs on assumed treaty retakaful are accounted for upon notification by the ceding companies or upon receipts of statements of accounts.

Retakaful liabilities represent balances due to retakaful operators. Amounts payable are estimated in a manner consistent with the related retakaful contract.

Retakaful assets or liabilities are derecognised when the contractual rights are extinguished or expired or when the contract is transferred to another party.

Retakaful contracts that do not transfer significant Takaful risk are accounted for directly through the statement of financial position. These are deposit assets or financial liabilities that are recognised based on the consideration paid or received less an explicit identified contributions or fees to be retained by the retakaful operator.

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The Family Takaful fund is maintained in accordance with the requirements of the IFSA and includes the amount attributable to participants, if any. The amount attributable to participants represents the accumulated surplus attributable to the participants as determined by an annual actuarial valuation of the Family Takaful fund, and is distributed in accordance with the terms and conditions prescribed by the Shariah Committee of the Company.

Any actuarial deficit in the Family Takaful fund will be made good by the Takaful Operator via a benevolent loan or Qard and are being reflected as Qard receivable in the separate financial statement of Takaful Operator and Qard payable in the separate financial statement of Family Takaful fund.

Contribution income

Contributions include contributions recognised in the Family Takaful fund and investment-linked funds.

Contributions are recognised as soon as the amount of contributions can be reliably measured. Initial contribution is recognised from inception date and subsequent contributions are recognised on due dates.

Contributions of investment-linked funds are in respect of the net creation of units which represent contributions paid by participants as payment for new certificates or subsequent payments to increase the amount of their certificate. Net creation of units is recognised on a receipt basis.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Summary of significant accounting policies (continued)

(p) Family Takaful contracts (continued)

Benefits, claims and expense

Benefits and claims that are incurred during the financial year are recognised when a claimable event occurs and/or the Takaful Operator is notified.

Recoveries on retakaful claims are accounted for in the same financial year as the original claims are recognised.

Benefits and claims arising on Family Takaful certificates, including settlement costs, are accounted for using the case basis method and for this purpose the benefits payable under a Family Takaful certificate are recognised as follows:

- (i) Maturity or other certificate benefit payments due on specified dates are treated as claims payable on the due dates;
- (ii) Death, surrender and other benefits without due dates are treated as claims payable, on the date of receipt of intimation of death of the participant or occurrence of contingency covered.

The benefits payable under investment-linked business are in respect of net redemption of units and are recognised as surrenders.

Family Takaful contract liabilities

These liabilities comprise (i) claims liabilities, (ii) actuarial liabilities, (iii) unallocated surplus/deficit and (iv) fair value adjustment.

(i) Claims liabilities

The amounts payable under a Family Takaful certificate in respect of benefits and claims including settlement costs, are accounted for using the case-by-case method as set out above under benefits, claims and expenses.

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2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Summary of significant accounting policies (continued)

(p) Family Takaful contracts (continued)

(ii) Actuarial liabilities

Actuarial liabilities are recognised when contracts are entered into and contributions are charged.

These liabilities are measured by a prospective actuarial valuation method. The liability is determined as present value of future benefits from the Takaful funds, less the present value of future gross tabarru' arising from the certificate, discounted at the appropriate risk discount rate. The liabilities are based on best estimate assumptions and with due regard to significant recent experience. Provision of risk margin for adverse deviation ("PRAD") at 75% confidence level was made in the valuation of these liabilities.

In the case of a 1-year Family Takaful certificate or 1-year extension to a Family Takaful certificate shall be valued according to the following:

- (a) For a certificate covering death or survival, the liabilities shall be valued on an unexpired risk basis using a prospective estimate of expected future payments arising from future events covered as at the valuation date.
- (b) For a certificate covering contingencies other than death or survival, the liability for such family takaful certificate comprises the provision for unearned contribution and unexpired risks, as well as for claims outstanding, which includes an estimate of the incurred claims that have not yet been reported.

The liability is derecognised when the contract expires, is discharged or is cancelled.

As the valuation methods used to value liabilities are in accordance with the Risk-Based Capital Framework for Takaful Operators ("RBCT Framework"), the Company is deemed to have complied with the requirement of a liability adequacy test under MFRS 4.

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Unallocated surplus represents the remaining underwriting surplus in the participants' special account that may be distributed to the Takaful Operator and participants upon recommendation by the Appointed Actuary, subject to approval by the Shariah Committee and Board of Directors, plus the remaining balance of special fund reserves as set out in Note 2.2(k). Unallocated surplus is reported as a separate component of the Takaful Contract liabilities in Family Takaful fund.

Unallocated deficits represents accumulated deficit in the Family Takaful fund. This is reported as accumulated losses in Family Takaful fund and the Company's equity in the statements of financial position.

(iv) Fair value adjustment

Where unrealised gains or losses arise on financial assets of the Family Takaful fund, the adjustment to the Takaful contract liabilities equal to the effect that the realisation of those gains or losses at the end of the reporting period would have had on those liabilities is recognised directly in statement of income.

(q) Other revenue recognition

Investment income is recognised on a time proportion basis taking into account the effective yield of the asset.

Investment profit of Family Takaful funds is shared by the participants and the Takaful Operator at an agreed percentage, in accordance with the principles of Mudharabah basis as approved by the Company's Shariah Committee and agreed between the participants and the Company.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)****2.2 Summary of significant accounting policies (continued)****(r) Foreign currencies****(i) Functional and presentation currencies**

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The financial statements are presented in Ringgit Malaysia, which is the Company's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting in the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in statement of income of respective funds.

(s) Contingent liabilities and contingent assets

The Company does not recognise a contingent liability but discloses its existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in the extremely rare case where there is a liability that cannot be recognised because it cannot be measured reliably.

A contingent asset is a possible asset that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Company. The Company does not recognise contingent assets but discloses their existence where inflows of economic benefits are probable, but not virtually certain.

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Provisions are recognised when the Company has a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount can be made. Provisions are reviewed at each date of the statement of financial position and adjusted to reflect the current best estimate.

2.3 Significant accounting judgements, estimates and assumptions

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities and the disclosure of contingent liabilities, at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future. These factors could include:

(a) Critical judgements made in applying the Company's accounting policies

In determining and applying accounting policies, judgement is often required in respect of items where choice of specific policy could materially affect the reported results and financial position of the Company. However, the Directors are of the opinion that there are currently no accounting policies which require significant judgement to be exercised.

(b) Key sources of estimation uncertainty and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. The estimates and assumptions that have a significant risk at causing a materials adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

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2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting judgements, estimates and assumptions (continued)

(b) Key sources of estimation uncertainty and assumptions (continued)

(i) Actuarial liabilities for Family Takaful fund

Family Takaful contract liabilities are recognised at the start of takaful coverage. The coverage starts upon the received of contribution and as the contracts are entered into.

Actuarial valuation is performed to determine the actuarial liabilities in accordance to the Guidelines on Valuation Basis of Liabilities of Family Takaful Business (BNM/RH/GL 004-20) and Risk Based Capital Framework for Takaful Operators (BNM/RH/PD 033-4).

Actuarial liabilities are certified by the Company's Appointed Actuary and are set up based on the appropriate methodology as guided by the valuation guidelines. Depending on the plan type, the valuation methodology consist of one or a combination of (1) the present value of future benefits less the present value of future Tabarru', (2) Sterling method, (3) the Unearned Tabarru' Reserve ("UTR"), (4) the Unexpired Risk Reserve ("URR"), and (5) the Incurred But Not Reported claims reserves ("IBNR"). The expected future cash flows is determined based on best estimate assumption with allowance for Provision of Risk Margin for Adverse Deviation ("PRAD"), and is discounted at the appropriate risk discount rate as defined in the guidelines.

For credit-related plans, the higher of the present value of future benefits less the present value of future Tabarru', and the UTR is taken as the actuarial liabilities.

For plan without participant accounts, the liabilities are valued as the present value of future benefits less the present value of future Tabarru'.

For plan with participant accounts, the liabilities are valued by using Sterling Discounted Cash Flow method. Sterling reserve is valued by projecting the future cash flows to ensure all future outgo can be met without recourse to additional finance or capital support at any future time during the duration of the certificate.

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2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Significant accounting judgements, estimates and assumptions (continued)

(b) Key sources of estimation uncertainty and assumptions (continued)

(i) Actuarial liabilities for Family Takaful fund (continued)

For yearly renewable group term/medical products without participant accounts, the liabilities are comprise of the higher of provision for UTR and URR, as well as IBNR.

Details of key assumptions used and the sensitivity analysis are shown in Note 25.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****3 PROPERTY AND EQUIPMENTS**Takaful Operator/Company

	Furniture and fittings RM'000	Renovation, equipment and computers RM'000	Motor vehicles RM'000	Capital work-in- progress RM'000	Total RM'000
<u>Cost</u>					
At 1 July 2020	374	4,111	485	5,764	10,734
Additions	47	476	-	4,449	4,972
Write Off	-	-	-	(2)	(2)
Reclassification (Note 5)	-	57	-	(2,074)	(2,017)
At 30 June 2021	421	4,644	485	8,137	13,687
Additions	211	986	-	4,997	6,194
Reclassification (Note 5)	-	1,467	-	(3,697)	(2,230)
At 30 June 2022	632	7,097	485	9,437	17,651
<u>Accumulated depreciation</u>					
At 1 July 2020	374	3,163	125	-	3,662
Charge for the financial year (Note 18)	7	392	121	-	520
At 30 June 2021	381	3,555	246	-	4,182
Charge for the financial year (Note 18)	36	477	121	-	634
At 30 June 2022	417	4,032	367	-	4,816
<u>Net carrying amount</u>					
At 30 June 2021	40	1,089	239	8,137	9,505
At 30 June 2022	215	3,065	118	9,437	12,835

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**NOTES TO THE FINANCIAL STATEMENTS
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	2022 RM'000	2021 RM'000
(a) Right-of-use assets		
At 1 July	6,215	725
Additions/Disposals	7,333	6,396
Modifications	-	25
Charge for the financial year (Note 18)	(1,326)	(931)
At 30 June	12,222	6,215

(b) Lease liabilities

Scheduled repayment of lease liabilities, showing contractual discounted cash flows:

	2022 RM'000	2021 RM'000
Scheduled repayment of lease liabilities		
- Up to 1 year	1,458	737
- 1 to 5 years	6,076	2,921
- Over 5 years	5,018	2,665
Total	12,552	6,323

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****5 INTANGIBLE ASSETS**Takaful Operator/Company

	2022 RM'000	2021 RM'000
<u>Cost</u>		
At 1 July	20,340	17,809
Additions	214	514
Reclassification (Note 3)	2,230	2,017
At 30 June	<u>22,784</u>	<u>20,340</u>
<u>Accumulated amortisation</u>		
At 1 July	15,591	14,003
Amortisation (Note 18)	1,610	1,588
At 30 June	<u>17,201</u>	<u>15,591</u>
Net carrying amount	<u>5,583</u>	<u>4,749</u>

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FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****6 FINANCIAL ASSETS****(a) Fair value through profit or loss****i) The Company's financial assets are summarised by categories as follows:**

	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
30 June 2022			
Government Investment Issues	2,594	188,555	191,149
Corporate sukuks	125,039	524,677	649,716
Equity securities quoted in Malaysia	23,665	127,555	151,220
Unit and property trust funds	12,349	9,621	21,970
Investments in investment-linked funds	4,744	-	-
Accrued profit	1,998	9,059	11,057
Total	170,389	859,467	1,025,112
Current	1,998	9,059	11,057
Non-current	168,391	850,408	1,014,055
	170,389	859,467	1,025,112
30 June 2021			
Government Investment Issues	2,796	126,611	129,407
Corporate sukuks	130,169	423,694	553,863
Equity securities quoted in Malaysia	26,405	139,132	165,537
Unit and property trust funds	24,894	6,791	31,685
Investments in investment-linked funds	4,842	-	-
Accrued profit	1,723	6,320	8,043
Total	190,829	702,548	888,535
Current	1,723	6,320	8,043
Non-current	189,106	696,228	880,492
	190,829	702,548	888,535

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****6 FINANCIAL ASSETS (CONTINUED)****(a) Fair value through profit or loss (continued)****ii) Carrying value of financial instruments**

	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
At 1 July 2021	190,829	702,548	888,535
Purchases	58,000	293,964	351,964
Maturities	(15,900)	(14,100)	(30,000)
Disposals	(51,792)	(70,173)	(121,965)
Fair value gains/(losses) (Note 17)	(11,008)	(54,602)	(65,512)
Accretion of discount, net of amortisation of premium (Note 16)	(15)	(901)	(916)
Movement in accrued profit	275	2,731	3,006
At 30 June 2022	170,389	859,467	1,025,112
At 1 July 2020	207,295	562,894	764,257
Purchases	24,960	240,834	265,794
Maturities	(1,000)	(15,158)	(16,158)
Disposals	(40,880)	(84,785)	(124,299)
Fair value gains/(losses) (Note 17)	508	(2,504)	(2,272)
Accretion of discount, net of amortisation of premium (Note 16)	(3)	(666)	(669)
Movement in accrued profit	(51)	1,933	1,882
At 30 June 2021	190,829	702,548	888,535

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****6 FINANCIAL ASSETS (CONTINUED)****(a) Fair value through profit or loss (continued)****iii) Fair value hierarchy**

The table below shows the financial assets recorded at fair value by their valuation method.

Level 1:

Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2:

Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3:

Inputs which have a significant effect on the recorded fair value that are not based on observable market data.

	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>30 June 2022</u>			
Level 1	36,014	137,177	173,191
Level 2	134,375	722,290	851,921
	<u>170,389</u>	<u>859,467</u>	<u>1,025,112</u>
<u>30 June 2021</u>			
Level 1	51,298	145,923	197,221
Level 2	139,531	556,625	691,314
	<u>190,829</u>	<u>702,548</u>	<u>888,535</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>30 June 2022</u>			
Fixed and cash deposits with licensed financial institutions	1,888	14,074	15,962
Accrued profit	9	160	169
	<u>1,897</u>	<u>14,234</u>	<u>16,131</u>
<u>30 June 2021</u>			
Fixed and cash deposits with licensed financial institutions	-	34,458	34,458
Accrued profit	-	264	264
	<u>-</u>	<u>34,722</u>	<u>34,722</u>

The carrying amounts disclosed above approximate the fair values at the date of the statement of financial position.

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**NOTES TO THE FINANCIAL STATEMENTS
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	Family Takaful Fund RM'000	Company RM'000
<u>30 June 2022</u>		
Outstanding contributions including agents, brokers and co-takaful balances	16,404	16,404
	<u>16,404</u>	<u>16,404</u>
 <u>30 June 2021</u>		
Outstanding contributions including agents, brokers and co-takaful balances	10,369	10,369
Amount due from retakaful operators	72	72
	<u>10,441</u>	<u>10,441</u>

The carrying amounts disclosed above approximate the fair values at the date of the statement of financial position.

Offsetting of financial assets and financial liabilities

No financial assets and liabilities have been set off for presentation purposes.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****8 OTHER RECEIVABLES**

	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>30 June 2022</u>			
Dividend receivables	3,387	196	3,583
Amount due from Family Takaful Fund (Note 13)	33,049	-	-
Other receivables	8,704	6,276	14,980
	<u>45,140</u>	<u>6,472</u>	<u>18,563</u>
<u>30 June 2021</u>			
Dividend receivables	98	365	463
Amount due from Family Takaful Fund (Note 13)	35,258	-	-
Other receivables	4,226	6,032	10,258
	<u>39,582</u>	<u>6,397</u>	<u>10,721</u>

The carrying amounts disclosed above approximate the fair values at the date of the statement of financial position.

Offsetting of financial assets and financial liabilities

No financial assets and liabilities have been set off for presentation purposes.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****9 CASH AND CASH EQUIVALENTS**

Cash and cash equivalents comprise the following:

	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>30 June 2022</u>			
Cash and bank balances	1,348	10,470	11,818
Short term deposits	17,208	221,075	238,283
Accrued profit	2	27	29
	<u>18,558</u>	<u>231,572</u>	<u>250,130</u>
<u>30 June 2021</u>			
Cash and bank balances	928	5,526	6,454
Short term deposits	9,130	94,711	103,841
Accrued profit	2	18	20
	<u>10,060</u>	<u>100,255</u>	<u>110,315</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****10 TAKAFUL CONTRACT LIABILITIES**

	2022			2021		
	Gross RM'000	Retakaful RM'000	Net RM'000	Gross RM'000	Retakaful RM'000	Net RM'000
Total Family Takaful Fund	1,088,980	(61,669)	1,027,311	807,368	(36,317)	771,051
Elimination of investment in investment-linked funds	(4,744)	-	(4,744)	(4,842)	-	(4,842)
Total Company	<u>1,084,236</u>	<u>(61,669)</u>	<u>1,022,567</u>	<u>802,526</u>	<u>(36,317)</u>	<u>766,209</u>

Family Takaful contract liabilities

The Family Takaful contract liabilities and its movements are further analysed as follows:

	2022			2021		
	Gross RM'000	Retakaful RM'000	Net RM'000	Gross RM'000	Retakaful RM'000	Net RM'000
Certificateholders' liabilities	945,517	(28,268)	917,249	731,166	(22,825)	708,341
Net asset value attributable to certificateholders	47,610	-	47,610	39,106	-	39,106
Actuarial liabilities	993,127	(28,268)	964,859	770,272	(22,825)	747,447
Claims liabilities	68,626	(33,401)	35,225	20,530	(13,492)	7,038
Unallocated surplus	27,227	-	27,227	16,566	-	16,566
	<u>1,088,980</u>	<u>(61,669)</u>	<u>1,027,311</u>	<u>807,368</u>	<u>(36,317)</u>	<u>771,051</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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	2022			2021		
	Gross RM'000	Retakaful RM'000	Net RM'000	Gross RM'000	Retakaful RM'000	Net RM'000
At the beginning of the financial year	807,368	(36,317)	771,051	690,504	(52,125)	638,379
Contribution received	544,414	(75,234)	469,180	336,272	(58,407)	277,865
Liabilities paid for death, maturities, surrenders, benefits and claims	(106,398)	53,244	(53,154)	(115,918)	44,701	(71,217)
Movement in claims liabilities	(48,096)	19,909	(28,187)	5,444	(5,139)	305
Reserve on new policies	47,060	(3,964)	43,096	7,864	(3,042)	4,822
Change in assumptions	4,960	(4,180)	780	(2,907)	2,338	(569)
Miscellaneous	25,474	(15,127)	10,347	9,601	35,357	44,958
Net asset value attributable to unit holders	8,504	-	8,504	(15,647)	-	(15,647)
Fees deducted	(146,018)	-	(146,018)	(90,973)	-	(90,973)
Investment income	(26,268)	-	(26,268)	21,630	-	21,630
Surplus distributed to Takaful Operator	(10,525)	-	(10,525)	(19,315)	-	(19,315)
Surplus distributable to participants	(11,495)	-	(11,495)	(19,187)	-	(19,187)
At the end of the financial year	<u>1,088,980</u>	<u>(61,669)</u>	<u>1,027,311</u>	<u>807,368</u>	<u>(36,317)</u>	<u>771,051</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>30 June 2022</u>			
Due to agents and intermediaries	7,214	-	7,214
Due to retakaful operators	-	25,711	25,711
	<u>7,214</u>	<u>25,711</u>	<u>32,925</u>
<u>30 June 2021</u>			
Due to agents and intermediaries	3,214	-	3,214
Due to retakaful operators	-	10,852	10,852
	<u>3,214</u>	<u>10,852</u>	<u>14,066</u>

The carrying amounts disclosed above approximate the fair values at the date of the statement of financial position.

Offsetting of financial assets and financial liabilities

No financial assets and liabilities have been set off for presentation purposes.

12 EXPENSE LIABILITIES

<u>Takaful Operator/Company</u>	2022 RM'000	2021 RM'000
At the beginning of the financial year	10,682	12,341
Increase/(decrease) during the financial year	8,878	(1,659)
At the end of the financial year	<u>19,560</u>	<u>10,682</u>

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	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>30 June 2022</u>			
Contribution deposits	-	23,653	23,653
Amount due to Takaful Operator Fund (Note 8)	-	33,049	-
Sundry payables and accruals	25,445	18,902	44,347
	<u>25,445</u>	<u>75,604</u>	<u>68,000</u>
<u>30 June 2021</u>			
Contribution deposits	-	16,109	16,109
Amount due to Takaful Operator Fund (Note 8)	-	35,258	-
Sundry payables and accruals	24,907	16,771	41,678
	<u>24,907</u>	<u>68,138</u>	<u>57,787</u>

The carrying amounts disclosed above approximate the fair values at the date of the statement of financial position.

Offsetting of financial assets and financial liabilities

No financial assets and liabilities have been set off for presentation purposes.

14 DEFERRED TAX ASSETS/(LIABILITIES)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relates to the same authority.

The following amounts, determined after appropriate offsetting, are shown in the statements of financial position.

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The movements in deferred tax balances are as follows:

	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
At 1 July 2020	(2,983)	(2,915)	(5,898)
Recognised in profit or loss (Note 19)	779	1,064	1,843
At 30 June 2021/1 July 2021	(2,204)	(1,851)	(4,055)
Recognised in profit or loss (Note 19)	7,706	5,095	12,801
At 30 June 2022	5,502	3,244	8,746

Presented after appropriate offsetting as follows:

	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>30 June 2022</u>			
Deferred tax assets	5,502	3,244	8,746
	<u>5,502</u>	<u>3,244</u>	<u>8,746</u>
Non-current	<u>5,502</u>	<u>3,244</u>	<u>8,746</u>
<u>30 June 2021</u>			
Deferred tax liabilities	(2,311)	(2,064)	(4,375)
Deferred tax assets	107	213	320
	<u>(2,204)</u>	<u>(1,851)</u>	<u>(4,055)</u>
Non-current	<u>(2,204)</u>	<u>(1,851)</u>	<u>(4,055)</u>

The components and movements of deferred tax assets/(liabilities) during the financial year prior to offsetting are as follows:

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	Expenses liabilities RM'000	Financial assets RM'000	Company RM'000
<u>Takaful Operator</u>			
At 1 July 2020	-	(2,983)	(2,983)
Recognised in profit or loss	-	779	779
At 30 June 2021/1 July 2021	-	(2,204)	(2,204)
Recognised in profit or loss	4,694	3,012	7,706
At 30 June 2022	4,694	808	5,502
<u>Family Takaful Fund</u>			
At 1 July 2020	-	(2,915)	(2,915)
Recognised in profit or loss	-	1,064	1,064
At 30 June 2021/1 July 2021	-	(1,851)	(1,851)
Recognised in profit or loss	-	5,095	5,095
At 30 June 2022	-	3,244	3,244
<u>Company</u>			
At 1 July 2020	-	(5,898)	(5,898)
Recognised in profit or loss	-	1,843	1,843
At 30 June 2021/1 July 2021	-	(4,055)	(4,055)
Recognised in profit or loss	4,694	8,107	12,801
At 30 June 2022	4,694	4,052	8,746

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Takaful Operator/Company

	2022		2021	
	No. of shares '000	RM'000	No. of shares '000	RM'000
Issued and fully paid ordinary shares:				
At the beginning/end of the financial year	200,000	200,000	200,000	200,000

16 INVESTMENT INCOME

	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>2022</u>			
<u>FVTPL</u>			
Profit income	5,808	27,002	32,810
Amortisation of premiums - net (Note 6(a))	(15)	(901)	(916)
Dividend income	1,361	4,145	5,506
<u>Amortised cost</u>			
Profit income	37	659	696
<u>Cash and cash equivalents</u>			
Profit income	253	829	1,082
	7,444	31,734	39,178
Less: Share of investment profit of Takaful funds with Takaful Operator	-	(3,413)	-
Less: Investment Charges	(71)	13	(58)
	7,373	28,334	39,120

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	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>2021</u>			
<u>FVTPL</u>			
Profit income	5,937	21,248	27,185
Amortisation of premiums - net (Note 6(a))	(3)	(666)	(669)
Dividend income	1,818	4,728	6,546
<u>Amortised cost</u>			
Profit income	-	325	325
<u>Cash and cash equivalents</u>			
Profit income	94	1,653	1,747
	<u>7,846</u>	<u>27,288</u>	<u>35,134</u>
Less: Share of investment profit of Takaful funds with Takaful Operator	-	(3,151)	-
Less: Investment Charges	(1)	(3)	(4)
	<u>7,845</u>	<u>24,134</u>	<u>35,130</u>

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	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>2022</u>			
Realised gains on financial assets at fair value through profit or loss	1,493	8,224	9,717
Unrealised gains on financial assets at fair value through profit or loss	(12,501)	(62,826)	(75,229)
	<u>(11,008)</u>	<u>(54,602)</u>	<u>(65,512)</u>
<u>2021</u>			
Realised gains on financial assets at fair value through profit or loss	3,504	9,770	12,908
Unrealised gains on financial assets at fair value through profit or loss	(2,996)	(12,274)	(15,180)
	<u>508</u>	<u>(2,504)</u>	<u>(2,272)</u>

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	Note	2022 RM'000	2021 RM'000
<u>Takaful Operator/Company</u>			
Staff costs:			
Salary and bonus		27,675	22,290
Staff benefits		5,510	4,373
Directors' fees	23	478	418
Shariah committee remuneration and other expenses			
- remuneration		184	181
- other expenses		33	8
Depreciation of property and equipment	3	634	520
Depreciation of right-of-use assets	4(a)	1,326	931
Finance cost on lease liability		548	231
Amortisation of intangible assets	5	1,610	1,588
Auditors' remuneration:			
- statutory audit fee		198	198
- non-audit related services		14	14
Other professional fee		2,714	4,583
Rental of properties		268	326
Shared service fee		4,227	4,147
Campaigns and incentives		15,104	10,954
Research & development		(4,177)	609
Electronic data processing expenses		6,255	4,141
Other expenses		6,326	5,426
Total		<u>68,927</u>	<u>60,938</u>

The remuneration, including benefits-in-kind, attributable to the Chief Executive Officer of the Company during the financial year amounted to RM1,333,238 (2021: RM1,410,948).

Included in the staff costs are the remuneration for key management personnel, which is disclosed in Note 23.

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The total remuneration of the Shariah Committee members are as follows:

	2022 RM'000	2021 RM'000
Prof. Dr. Amir Shaharuddin <i>(Re-Appointed with effect from 1st April 2022)</i>	46	38
Puan Zarinah Mohd Yusoff <i>(Re-Appointed with effect from 1st April 2022)</i>	42	38
Assoc. Prof. Dr. Asmak Ab Rahman <i>(Re-Appointed with effect from 1st April 2022)</i>	43	37
Dr Ahmad Zakirullah Mohamed Shaarani <i>(Appointed with effect from 1st April 2022)</i>	10	-
Dr Syahnaz Sulaiman <i>(Appointed with effect from 1st April 2022)</i>	10	-
Assoc. Prof. Dr. Nurul Aini Muhamed <i>(Resigned with effect from 31st March 2022)</i>	33	38
Dr. Muhammad Aunurrochim Mas'ad Saleh <i>(Resigned with effect from 31st March 2022)</i>	33	38
Total	217	189

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	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>2022</u>			
Current tax:			
- In respect of current financial year	3,363	2,443	5,806
- Over provision in prior financial years	(359)	(82)	(441)
Deferred tax expense (Note 14)	<u>(7,706)</u>	<u>(5,095)</u>	<u>(12,801)</u>
Tax income	<u>(4,702)</u>	<u>(2,734)</u>	<u>(7,436)</u>
<u>2021</u>			
Current tax:			
- In respect of current financial year	6,438	2,146	8,584
- Over provision in prior financial years	(465)	(73)	(538)
Deferred tax expense (Note 14)	<u>(779)</u>	<u>(1,064)</u>	<u>(1,843)</u>
Tax expense	<u>5,194</u>	<u>1,009</u>	<u>6,203</u>

The numerical reconciliation between taxation and the product of accounting profit multiplied by the Malaysian tax rate of the Company is as follows:

	2022 RM'000	2021 RM'000
(Loss)/profit before zakat and taxation	<u>(11,362)</u>	<u>13,422</u>
Taxation at Malaysian statutory rate of 24%	(2,727)	3,221
Income not subject to tax	(96,644)	(86,677)
Expenses not deductible for tax purposes	110,475	97,878
Effect of difference in tax rate	(18,099)	(7,680)
Over provision in prior financial years	<u>(441)</u>	<u>(539)</u>
Tax expense for the financial year	<u>(7,436)</u>	<u>6,203</u>

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Effective from YA 2022, wakalah fees or any other fees received by the Shareholders' fund in relation to Family Takaful fund are taxable. Correspondingly, expenses relating to wakalah fees or any other fees incurred in relation to the fees from Family Takaful fund are allowed as deduction under the Shareholders' fund. This covers both management expenses and administrative fees.

As at 30 June 2022, the Company has recognised additional deferred tax in the Shareholders' fund arising from this change.

20 INVESTMENT-LINKED BUSINESS**(a) Assets and liabilities as at position**

	2022 RM'000	2021 RM'000
<u>Assets</u>		
Fair value through profit and loss financial assets	35,556	32,256
Other receivables	317	129
Cash and cash equivalents	12,285	7,062
Investment-linked business assets	<u>48,158</u>	<u>39,447</u>
<u>Liabilities</u>		
Deferred tax liabilities	-	202
Tax payables	183	92
Other payables	-	-
Amount due to non-investment linked Family Takaful Fund*	<u>369</u>	<u>47</u>
Investment-linked business liabilities	<u>552</u>	<u>341</u>
Net asset value of funds	<u>47,606</u>	<u>39,106</u>

* Eliminated in preparing separate financial statements of Family Takaful fund.

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	2022 RM'000	2021 RM'000
Represented by:		
<u>Unitholders' account</u>		
At beginning of the financial year	39,106	54,753
Maturity of investment linked fund	-	(4,278)
Net creation of units	25,429	21,515
Net cancellation of units	(12,378)	(36,125)
(Deficit)/surplus for the financial year	(4,551)	3,241
	<u>47,606</u>	<u>39,106</u>

(b) Income and expenses for the financial year ended 30 June

	2022 RM'000	2021 RM'000
Investment income	1,181	1,422
Realised gains on disposal of investment	1,639	2,362
Fair value gains/(losses) on investments	(5,723)	1,698
Other expenses	(1,924)	(1,903)
Surplus/(deficit) before taxation	(4,827)	3,579
Taxation:		
- current tax	276	(338)
	<u>(4,551)</u>	<u>3,241</u>

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	Takaful Operator RM'000	Family Takaful Fund RM'000	Company RM'000
<u>2022</u>			
Cash flows from:			
Operating activities	16,451	131,317	147,768
Investing activities	(6,408)	-	(6,408)
Financing activities	(1,545)	-	(1,545)
Net increase/(decrease) in cash and cash equivalent	8,498	131,317	139,815
Cash and cash equivalents:			
At beginning of financial year	10,060	100,255	110,315
At end of financial year	18,558	231,572	250,130
<u>2021</u>			
Cash flows from:			
Operating activities	11,533	(23,940)	(12,407)
Investing activities	(5,486)	-	(5,486)
Financing activities	(1,054)	-	(1,054)
Net increase/(decrease) in cash and cash equivalent	4,993	(23,940)	(18,947)
Cash and cash equivalents:			
At beginning of financial year	5,067	124,195	129,262
At end of financial year	10,060	100,255	110,315

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The related parties of, and their relationships with the Company, are as follows:

<u>Related Parties</u>	<u>Relationship</u>
Hong Leong Company (Malaysia) Berhad	Ultimate holding company
Hong Leong Financial Group Berhad ("HLFG")	Penultimate holding company
HLA Holdings Sdn Bhd ("HLAH")	Immediate holding company
Mitsui Sumitomo Insurance Corporation, Japan	Substantial Shareholder of the Company
Hong Leong Assurance Berhad	Subsidiary of immediate holding company
Hong Leong Bank Berhad	Subsidiary of penultimate holding company
Hong Leong Islamic Bank Berhad	Subsidiary of penultimate holding company
Guoline Intellectual Assets Limited	Subsidiary of ultimate holding company
Key Management Personnel	The key management personnel of the Company consists of: - All Directors of the Company - Key management personnel of the Company who make certain critical decisions in relation to the strategic direction of the Company
Related parties of key management personnel (deemed as related to the Company)	(i) Close family members and dependents of key management personnel (ii) Entities that are controlled, jointly controlled or significant influenced by, or for which significant voting power in such entity resides with, directly or indirectly by key management personnel or its close family members

The Directors are of the opinion that related party transactions were entered at agreed terms and conditions in the normal course of business.

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Significant related party transactions with related parties during the financial year are as follows:

	2022 RM'000	2021 RM'000
	Income/ (Expense)	Income/ (Expense)
Transactions with companies within the Hong Leong Company (Malaysia) Berhad Group:		
- Commission expenses	(17,007)	(10,736)
- Fund management fee	(2,629)	(2,989)
- Profit from Islamic deposits and money market placements with licensed banks	228	153
- Bank charges	(379)	(168)
- Office rental expenses	(1,869)	(1,369)
- Shared services fee	(4,227)	(4,147)
- Royalty fee	-	(4)

The related party transactions above are primarily with related parties domiciled in Malaysia.

Transactions between companies within Hong Leong Company (Malaysia) Berhad Group, inclusive of Hong Leong Bank Berhad, Hong Leong Islamic Bank Berhad and Hong Leong Assurance Berhad were deemed as related party transactions.

Included in the statement of financial position of the Company were significant related party balances and being represented by the following:

	2022 RM'000	2021 RM'000
Amount due from/(to) other related companies within the Hong Leong Company (Malaysia) Berhad Group:		
- Bank balances	7,981	4,658
- Rental deposit	584	320
- Shared services fee	(383)	(283)
- Reinsurance ceded	1,571	(2,198)

Amounts due to related companies are unsecured, interest free and have no fixed term of repayment.

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Key management personnel are defined as an individual with authority and responsibility on planning, directing and control the Company's activities, either directly or otherwise. The key management personnel inclusive all Directors of the Company and selected senior management members.

Key management personnel's remuneration disclosed as follows:

	2022 RM'000	2021 RM'000
<u>Non-Executive Directors</u>		
Fees:		
Martin Giles Manen (Chairman)	136	138
Zulkiflee bin Hashim	153	146
YBhg Dato' Nicholas John Lough @ Sharif Lough bin Abdullah	116	72
Dato' Bakarudin bin Ishak (Appointed on 2 September 2021)	73	-
Tunku Dato' Mahmood Fawzy bin Tunku Muhiyiddin (Retired on 2 January 2021)	-	62
	<u>478</u>	<u>418</u>
<u>Key management personnel</u>		
Short term employee benefits:		
Salary and other remuneration	6,700	5,053
Defined contribution retirement plan	1,039	767
Benefits-in-kind/perquisite	394	293
	<u>8,133</u>	<u>6,113</u>
Total	<u>8,611</u>	<u>6,531</u>

During the financial year, Directors & Officers of the Company are covered under the Directors' & Officers' Liability Insurance in respect of liabilities arising from acts committed in their respective capacity as, inter alia, Directors & Officers of the Company subject to the terms of the policy. The total amount of Directors' & Officers' Liability insurance effected for the Directors and Officers of the HLF Group was RM10 million. The total amount of premium paid for the Directors' & Officers' Liability Insurance by the HLF Group was RM84,550 (2021:RM71,250) and the apportioned amount of the said premium paid by the Company was RM313.50 (2021:RM237.50).

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24 RISK MANAGEMENT FRAMEWORK

(a) Risk management framework

The Company has in place a risk management framework and methodology which is based on the Enterprise Risk Management ("ERM") approach. ERM is designed to systematically support the identification, assessment, monitoring and control of significant risks covering market risk, credit risk, operational risk, shariah risk, compliance risk and takaful risk.

The day-to-day responsibility for risk management and control is embedded into the respective business lines and the management of each business lines is responsible to ensure that risk management process is functioning effectively. Risk Management functions as an independent party that is responsible for assessing and reporting the potential impact and probability of the significant risks identified across the organisation and the adequacy of related mitigation programs.

The Integrated Risk Management activities under ERM keeps the Senior Management and Group Board Risk Management Committees ("GBRMC") abreast of material risks that require attention and action plan on a regular basis.

(b) Capital management objectives, policies and approach

Capital management risk is defined as the risk of having an insufficient capital base, which undermines execution of strategic objectives, reduces the ability of a company to cope with losses not anticipated, and reduces confidence of the market, certificate holders and creditors.

The Company's capital management objective is to maintain effective capital management processes and a prudent level of capital resources, consistent with the risk appetite agreed by the Board from time to time. It is designed to provide the principles to ensure the efficient management of capital where capital resources must be managed in a way which optimises returns to Shareholders, stakeholders and meets the expectation of the regulator.

The capital management strategy of the Company is to allocate capital efficiently and support the development of business by ensuring that returns on capital employed meet the requirements of Shareholders and maintain the level of capital as required by BNM.

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- (b) Capital management objectives, policies and approach (continued)

Risk governance structure

The Company emphasises good and effective governance structure with three lines of defense and a healthy risk culture to provide reasonable assurance to the GBRMC and Board of Directors:

- (a) First line of defense: Under the leadership of the Chief Executive Officer, all operating and business units are responsible and accountable for the effective and timely implementation of action plans. The monthly Executive Committee ("EXCO") meetings build an appropriate risk culture to encourage constant communication.
- (b) Second line of defense: Risk Management department, is tasked to formulate and continuously improve the Risk Management Framework and to promote risk awareness culture with regular meetings with the senior management and/or line managers in the light of risk analysis and risk action plan; and
- (c) Third line of defense: Internal Auditors perform a "check and balance" role by conducting independent and regular reviews on the Company's internal control systems and Risk Management Framework.

Regulatory capital requirements

The capital structure of the Company as at the date of the statement of financial position, consisting of all funds as prescribed under the RBCT is provided below:

	2022 RM'000	2021 RM'000
Eligible Tier 1 capital		
- Share capital	200,000	200,000
- Reserves, including retained profits	36,256	29,516
Eligible Tier 2 capital		
- Eligible reserves	-	-
Amount deducted from capital	(20,754)	(4,749)
Total capital available	<u>215,502</u>	<u>224,767</u>

The Company has met the minimum capital requirements specified in the RBCT Framework for the financial year ended.

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FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****25 TAKAFUL RISK**Family Takaful/Company

Takaful risk is the risk that inadequate or inappropriate underwriting, claims management, product design and pricing will expose the Company to financial loss and may result in the inability to meet its contractual obligations.

The Company's Family Takaful businesses are exposed to a range of Takaful risks from various products. In providing financial advisory services coupled with Takaful protection, the Company has to manage risks such as mortality (the death of certificate holder), morbidity (ill health), persistency, investment, product design and pricing.

The Company's underwriting strategy is designed to ensure risks are well diversified in terms of type of risk and the level of covered benefits. This is broadly achieved through the use of medical screening to ensure participants' health condition and family medical history, regular review of actual claims experience as well as detailed claims procedures.

The mortality and morbidity risks are managed through the use of retakaful to transfer excessive risk exposures, appropriate actuarial techniques as well as other mitigation measures.

The table below shows the concentration of Family Takaful actuarial liabilities by types of product.

	Gross RM'000	Retakaful RM'000	Net RM'000
<u>30 June 2022</u>			
Mortgage Reducing Term and Group business	54,843	(25,664)	29,179
Others	49,448	(2,604)	46,844
	<u>104,291</u>	<u>(28,268)</u>	<u>76,023</u>
<u>30 June 2021</u>			
Mortgage Reducing Term and Group business	31,366	(21,502)	9,864
Others	21,911	(1,324)	20,587
	<u>53,277</u>	<u>(22,826)</u>	<u>30,451</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****25 TAKAFUL RISK (CONTINUED)**Family Takaful/Company (continued)

As all of the business is derived from Malaysia, the entire Family Takaful actuarial liabilities are in Malaysia.

Key assumptions

Material judgment is required in the choice of assumptions which shall be prudent, appropriate and justifiable for the purpose of valuation of Participants' Risk Fund ("PRF") liabilities to ensure fund sufficiency in meeting all contractual obligations with a reasonable level of certainty. The Company's assumptions were derived based on studies on past experience, current internal data and other published information.

The key assumptions to the Company's liabilities are as follows:

- i. Mortality and Morbidity - used in projecting the Company's expected claim experience. These assumptions were derived by applying adjustment factors which reflect the Company's past experience, risk portfolios and product design, to the established industry rates or retakaful rates.
- ii. Discount Rate - used in discounting the takaful certificates cash flow and is based on Government Investment Issues (GII) yield curve.
- iii. Outforce (Lapse/Surrender) - used in projecting the expected persistency of the certificates, reflecting the probability of customer lapsing/ surrendering the certificates. These assumptions were derived based on the Company's actual outforce experience in the past taking into account specific features of the products.

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The analysis below is performed for reasonably possible movements in key assumptions with all other assumptions held constant, showing the impact on gross and net Takaful actuarial liabilities. The correlation of assumptions may have a significant effect in determining the ultimate Takaful actuarial liabilities, but to demonstrate the impact due to changes in assumptions, assumptions had to be changed on an individual basis. It should be noted that movements in these assumptions are non-linear. Sensitivity information may also vary according to the current economic assumptions.

	Change in assumptions %	Impact on gross Takaful actuarial liabilities RM'000	Impact on net Takaful actuarial liabilities RM'000	Impact on profit after tax RM'000	Impact on equity RM'000
<u>30 June 2022</u>					
Mortality & Morbidity	+10%	12,481	5,690	-	-
Mortality & Morbidity	-10%	(10,138)	(4,531)	-	-
Lapse and surrender rates	+10%	(1,027)	(740)	-	-
Lapse and surrender rates	-10%	1,088	789	-	-
Discount rate	+10%	(2,321)	(1,891)	-	-
Discount rate	-10%	2,504	2,052	-	-
Investment return	+10%	(167)	(47)	-	-
Investment return	-10%	172	117	-	-

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NOTES TO THE FINANCIAL STATEMENTS**FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****25 TAKAFUL RISK (CONTINUED)**Family Takaful/Company (continued)Sensitivity (continued)

	Change in assumptions %	Impact on gross Takaful actuarial liabilities RM'000	Impact on net Takaful actuarial liabilities RM'000	Impact on profit after tax RM'000	Impact on equity RM'000
<u>30 June 2021</u>					
Mortality & Morbidity	+10%	7,952	2,156	-	-
Mortality & Morbidity	-10%	(6,886)	(1,810)	-	-
Lapse and surrender rates	+10%	(484)	(446)	-	-
Lapse and surrender rates	-10%	512	479	-	-
Discount rate	+10%	(1,251)	(1,192)	-	-
Discount rate	-10%	1,357	1,303	-	-
Investment return	+10%	(48)	(42)	-	-
Investment return	-10%	47	42	-	-

In the sensitivity analysis above, the impact from changes in best estimate assumptions for the Family Takaful fund is retained within the Takaful contract liabilities. The methods used and significant assumptions made for deriving sensitivity information did not change from the previous financial year. There is no impact to the Company's profit after taxation as the impact of changes in assumptions of the Family Takaful fund and investment-linked funds is retained in the Takaful contract liabilities.

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NOTES TO THE FINANCIAL STATEMENTS**FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****26 FINANCIAL RISK**Credit risk

Credit risk is the risk of loss due to the inability or unwillingness of a counter-party to meet the payment obligations. The credit risk and investment activities are monitored regularly with respect to single customer limit, sectorial exposure, credit rating and residual maturity in accordance to internal and regulatory investment guidelines and limits.

As at the date of the statement of financial position, the credit exposure is within the investment guidelines and limits approved by the Board and regulators. The maximum exposure to credit risk is the carrying amount as stated in the financial statements.

There were no significant changes to the credit risk management of the Company.

Credit exposure by credit rating

The table below shows the maximum exposure to credit risk for the components on the statement of financial position and provides information regarding the credit risk exposure of the Company by classifying assets according to the Company's credit ratings of counterparties.

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26 FINANCIAL RISK (CONTINUED)

Credit risk (continued)

	AAA	AA	Neither past due nor impaired			Not subject to credit risk	Past due but not impaired	Past due and impaired	Total
	RM'000	RM'000	A	BBB	Not rated	RM'000	RM'000	RM'000	RM'000
<u>30 June 2022</u>									
<u>Takaful Operator</u>									
FVTPL financial assets									
Government Investment Issues	-	-	-	-	2,594	-	-	-	2,594
Islamic bonds	17,364	33,522	10,126	-	64,027	-	-	-	125,039
Equity securities	-	-	-	-	-	23,665	-	-	23,665
Unit and property trust funds	-	-	-	-	-	12,349	-	-	12,349
Investment-linked funds	-	-	-	-	-	4,744	-	-	4,744
Accrued profit	227	455	99	-	1,217	-	-	-	1,998
Amortised cost									
Fixed and call deposits	-	1,888	-	-	-	-	-	-	1,888
Accrued profit	-	9	-	-	-	-	-	-	9
Other receivables	-	-	-	-	45,140	-	-	-	45,140
Due from related companies	-	584	-	-	-	-	-	-	584
Cash and cash equivalents	18,554	-	-	-	4	-	-	-	18,558
	<u>36,145</u>	<u>36,458</u>	<u>10,225</u>	<u>-</u>	<u>112,982</u>	<u>40,758</u>	<u>-</u>	<u>-</u>	<u>236,568</u>

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FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

26 FINANCIAL RISK (CONTINUED)

Credit risk (continued)

Credit exposure by credit rating (continued)

	AAA	AA	Neither past due nor impaired			Not subject to credit risk	Past due but not impaired	Past due and impaired	Total
	RM'000	RM'000	A	BBB	Not rated	RM'000	RM'000	RM'000	RM'000
30 June 2021									
<u>Takaful Operator</u>									
FVTPL financial assets									
Government Investment Issues	-	-	-	-	2,796	-	-	-	2,796
Islamic bonds	22,737	46,260	10,251	-	50,921	-	-	-	130,169
Equity securities	-	-	-	-	-	26,405	-	-	26,405
Unit and property trust funds	-	-	-	-	-	24,894	-	-	24,894
Investment-linked funds	-	-	-	-	-	4,842	-	-	4,842
Accrued profit	248	529	99	-	847	-	-	-	1,723
Other receivables	-	-	-	-	39,582	-	-	-	39,582
Due from related companies	320	-	-	-	-	-	-	-	320
Cash and cash equivalents	10,055	-	-	-	5	-	-	-	10,060
	<u>33,360</u>	<u>46,789</u>	<u>10,350</u>	<u>-</u>	<u>94,151</u>	<u>56,141</u>	<u>-</u>	<u>-</u>	<u>240,791</u>

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26 FINANCIAL RISK (CONTINUED)

Credit risk (continued)Credit exposure by credit rating (continued)

	AAA	AA	Neither past due nor impaired			Not subject to credit risk	Past due but not impaired	Past due and impaired	Total
	RM'000	RM'000	A	BBB	Not rated	RM'000	RM'000	RM'000	RM'000
<u>30 June 2022</u>									
<u>Family Takaful Fund</u>									
FVTPL financial assets									
Government Investment Issues	-	-	-	-	188,555	-	-	-	188,555
Islamic bonds	100,820	153,494	5,063	-	265,300	-	-	-	524,677
Equity securities	-	-	-	-	-	127,555	-	-	127,555
Unit and property trust funds	-	-	-	-	-	9,621	-	-	9,621
Accrued profit	974	1,634	49	-	6,402	-	-	-	9,059
Amortised cost									
Fixed and call deposits	-	14,074	-	-	-	-	-	-	14,074
Accrued profit	-	160	-	-	-	-	-	-	160
Retakaful assets	-	20,209	41,460	-	-	-	-	-	61,669
Takaful receivables	-	-	-	-	16,404	-	-	-	16,404
Other receivables	-	-	-	-	6,472	-	-	-	6,472
Cash and cash equivalents	202,219	29,327	-	-	26	-	-	-	231,572
	<u>304,013</u>	<u>218,898</u>	<u>46,572</u>	<u>-</u>	<u>483,159</u>	<u>137,176</u>	<u>-</u>	<u>-</u>	<u>1,189,818</u>

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NOTES TO THE FINANCIAL STATEMENTS**FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****26 FINANCIAL RISK (CONTINUED)**Credit risk (continued)Credit exposure by credit rating (continued)

	AAA	AA	Neither past due nor impaired			Not subject to credit risk	Past due but not impaired	Past due and impaired	Total
	RM'000	RM'000	A	BBB	Not rated	RM'000	RM'000	RM'000	RM'000
<u>30 June 2021</u>									
<u>Family Takaful Fund</u>									
FVTPL financial assets									
Government Investment Issues	-	-	-	-	126,611	-	-	-	126,611
Corporate sukuks	70,934	130,852	5,126	-	216,782	-	-	-	423,694
Equity securities	-	-	-	-	-	139,132	-	-	139,132
Unit and property trust funds	-	-	-	-	-	6,791	-	-	6,791
Accrued profit	752	1,118	49	-	4,401	-	-	-	6,320
Amortised cost									
Fixed and call deposits	23,998	10,460	-	-	-	-	-	-	34,458
Accrued profit	9	255	-	-	-	-	-	-	264
Retakaful assets	-	6,801	29,517	-	-	-	-	-	36,318
Takaful receivables	-	-	-	-	10,441	-	-	-	10,441
Other receivables	-	-	-	-	6,397	-	-	-	6,397
Cash and cash equivalents	93,070	6,976	-	-	209	-	-	-	100,255
	<u>188,763</u>	<u>156,462</u>	<u>34,692</u>	<u>-</u>	<u>364,841</u>	<u>145,923</u>	<u>-</u>	<u>-</u>	<u>890,681</u>

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26 FINANCIAL RISK (CONTINUED)

Credit risk (continued)Credit exposure by credit rating (continued)

	AAA	AA	Neither past due nor impaired			Not subject to credit risk	Past due but not impaired	Past due and impaired	Total
	RM'000	RM'000	A	BBB	Not rated	RM'000	RM'000	RM'000	RM'000
<u>30 June 2022</u>									
<u>Company</u>									
FVTPL financial assets									
Government Investment Issues	-	-	-	-	191,149	-	-	-	191,149
Corporate sukuks	118,184	187,016	15,189	-	329,327	-	-	-	649,716
Equity securities	-	-	-	-	-	151,220	-	-	151,220
Unit and property trust funds	-	-	-	-	-	21,970	-	-	21,970
Accrued profit	1,201	2,089	148	-	7,619	-	-	-	11,057
Amortised cost									
Fixed and call deposits	-	15,962	-	-	-	-	-	-	15,962
Accrued profit	-	169	-	-	-	-	-	-	169
Retakaful assets	-	20,209	41,460	-	-	-	-	-	61,669
Takaful receivables	-	-	-	-	16,404	-	-	-	16,404
Other receivables	-	-	-	-	18,563	-	-	-	18,563
Due from related companies	-	584	-	-	-	-	-	-	584
Cash and cash equivalents	220,773	29,327	-	-	30	-	-	-	250,130
	<u>340,158</u>	<u>255,356</u>	<u>56,797</u>	<u>-</u>	<u>563,092</u>	<u>173,190</u>	<u>-</u>	<u>-</u>	<u>1,388,593</u>

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26 FINANCIAL RISK (CONTINUED)

Credit risk (continued)Credit exposure by credit rating (continued)

	AAA	AA	Neither past due nor impaired			Not subject to credit risk	Past due but not impaired	Past due and impaired	Total
	RM'000	RM'000	A	BBB	Not rated	RM'000	RM'000	RM'000	RM'000
<u>30 June 2021</u>									
<u>Company</u>									
FVTPL financial assets									
Government Investment Issues	-	-	-	-	129,407	-	-	-	129,407
Islamic bonds	93,671	177,112	15,377	-	267,703	-	-	-	553,863
Equity securities	-	-	-	-	-	165,537	-	-	165,537
Unit and property trust funds	-	-	-	-	-	31,685	-	-	31,685
Accrued profit	1,000	1,647	148	-	5,248	-	-	-	8,043
Amortised cost									
Fixed and call deposits	23,998	10,460	-	-	-	-	-	-	34,458
Accrued profit	9	255	-	-	-	-	-	-	264
Retakaful assets	-	6,801	29,517	-	-	-	-	-	36,318
Takaful receivables	-	-	-	-	10,441	-	-	-	10,441
Other receivables	-	-	-	-	10,721	-	-	-	10,721
Due from related companies	320	-	-	-	-	-	-	-	320
Cash and cash equivalents	103,125	6,976	-	-	214	-	-	-	110,315
	<u>222,123</u>	<u>203,251</u>	<u>45,042</u>	<u>-</u>	<u>423,734</u>	<u>197,222</u>	<u>-</u>	<u>-</u>	<u>1,091,372</u>

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Liquidity risk arises due to inability of the Company to meet its financial obligations as and when they fall due. The Company manages liquidity risk via short term cash flow projection to determine net cash flow required. In addition, the Company's investible funds are substantially placed in fixed and call deposits and other money market instruments. Should there be any abnormal and unexpected cash outflow required, the Company is still able to meet its obligation in short period via the liquidation of sukuk holdings.

The Company endeavors to manage the maturity profiles of these financial instruments to meet financial obligations and working capital requirements.

Maturity profiles

The tables below analyse the carrying amounts of the Company's financial assets.

The contractual undiscounted cash flows payable for financial liabilities are based on the remaining contractual maturities.

All liabilities are presented on a contractual cash flow basis except for Takaful contract liabilities, whereby the maturity profiles are determined based on estimated timing of net cash outflows from the recognised Takaful liabilities. Expense liabilities have been excluded from the analysis as they are not contractual obligations.

Investment-linked liabilities are repayable or transferable on demand and are included under the "up to 1 year" column. Repayments which are subject to notice are treated as if notice were to be given immediately.

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26 FINANCIAL RISK (CONTINUED)

Maturity profiles (continued)

	Carrying value	Up to a year	1-5 years	Over 5 years	No maturity date	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<u>30 June 2022</u>						
<u>Takaful Operator</u>						
FVTPL financial assets	170,389	10,384	56,591	62,671	40,743	170,389
Amortised cost financial assets	1,897	1,897	-	-	-	1,897
Other receivables	45,140	45,140	-	-	-	45,140
Due from related companies	584	584	-	-	-	584
Cash and cash equivalents	18,558	18,558	-	-	-	18,558
Total financial assets	236,568	76,563	56,591	62,671	40,743	236,568
Lease liabilities	12,552	1,458	6,076	5,018	-	12,552
Takaful payables	7,214	7,214	-	-	-	7,214
Expense liabilities	19,560	1,772	14,669	3,119	-	19,560
Other payables	25,445	25,445	-	-	-	25,445
Due to related companies	383	383	-	-	-	383
Total financial liabilities	65,154	36,272	20,745	8,137	-	65,154

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	Carrying value	Up to a year	1-5 years	Over 5 years	No maturity date	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<u>30 June 2021</u>						
<u>Takaful Operator</u>						
FVTPL financial assets	190,829	16,223	53,259	65,205	56,142	190,829
Other receivables	39,582	39,582	-	-	-	39,582
Due from related companies	320	320	-	-	-	320
Cash and cash equivalents	10,060	10,060	-	-	-	10,060
Total financial assets	240,791	66,185	53,259	65,205	56,142	240,791
Lease liabilities	6,323	737	2,921	2,665	-	6,323
Takaful payables	3,214	3,214	-	-	-	3,214
Expense liabilities	10,682	868	8,192	1,622	-	10,682
Other payables	24,907	24,907	-	-	-	24,907
Due to related companies	283	283	-	-	-	283
Total financial liabilities	45,409	30,009	11,113	4,287	-	45,409

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26 FINANCIAL RISK (CONTINUED)

Maturity profiles (continued)

	Carrying value RM'000	Up to a year RM'000	1-5 years RM'000	Over 5 years RM'000	No maturity date RM'000	Total RM'000
<u>30 June 2022</u>						
<u>Family Takaful Fund</u>						
FVTPL financial assets	859,467	11,686	138,513	572,164	137,104	859,467
Amortised cost financial assets	14,234	14,234	-	-	-	14,234
Retakaful assets	61,669	36,191	11,395	14,083	-	61,669
Takaful receivables	16,404	16,404	-	-	-	16,404
Other receivables	6,472	6,472	-	-	-	6,472
Cash and cash equivalents	231,572	231,572	-	-	-	231,572
Total financial assets	<u>1,189,818</u>	<u>316,559</u>	<u>149,908</u>	<u>586,247</u>	<u>137,104</u>	<u>1,189,818</u>
Takaful contract liabilities	1,088,980	93,406	33,031	46,479	916,064	1,088,980
Takaful payables	25,711	25,711	-	-	-	25,711
Other payables	75,604	75,604	-	-	-	75,604
Total financial liabilities	<u>1,190,295</u>	<u>194,721</u>	<u>33,031</u>	<u>46,479</u>	<u>916,064</u>	<u>1,190,295</u>

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26 FINANCIAL RISK (CONTINUED)

Maturity profiles (continued)

	Carrying value RM'000	Up to a year RM'000	1-5 years RM'000	Over 5 years RM'000	No maturity date RM'000	Total RM'000
<u>30 June 2021</u>						
<u>Family Takaful Fund</u>						
FVTPL financial assets	702,548	14,414	121,313	420,897	145,924	702,548
Amortised cost financial assets	34,722	34,722	-	-	-	34,722
Retakaful assets	36,318	18,846	10,071	7,401	-	36,318
Takaful receivables	10,441	10,441	-	-	-	10,441
Other receivables	6,397	6,397	-	-	-	6,397
Cash and cash equivalents	100,255	100,255	-	-	-	100,255
Total financial assets	890,681	185,075	131,384	428,298	145,924	890,681
Takaful contract liabilities	807,368	29,763	13,254	30,790	733,561	807,368
Takaful payables	10,852	10,852	-	-	-	10,852
Other payables	68,138	68,138	-	-	-	68,138
Total financial liabilities	886,358	108,753	13,254	30,790	733,561	886,358

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26 FINANCIAL RISK (CONTINUED)

Maturity profiles (continued)

	Carrying value	Up to a year	1-5 years	Over 5 years	No maturity date	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<u>30 June 2022</u>						
<u>Company</u>						
FVTPL financial assets	1,025,112	22,070	195,104	634,835	173,103	1,025,112
Amortised cost financial assets	16,131	16,131	-	-	-	16,131
Retakaful assets	61,669	36,191	11,395	14,083	-	61,669
Takaful receivables	16,404	16,404	-	-	-	16,404
Other receivables	18,563	18,563	-	-	-	18,563
Due from related companies	584	584	-	-	-	584
Cash and cash equivalents	250,130	250,130	-	-	-	250,130
Total financial assets	1,388,593	360,073	206,499	648,918	173,103	1,388,593
Takaful contract liabilities	1,084,236	93,406	33,031	46,479	911,320	1,084,236
Lease liabilities	12,552	1,458	6,076	5,018	-	12,552
Takaful payables	32,925	32,925	-	-	-	32,925
Expense liabilities	19,560	1,772	14,669	3,119	-	19,560
Other payables	68,000	68,000	-	-	-	68,000
Due to related companies	383	383	-	-	-	383
Total financial liabilities	1,217,656	197,944	53,776	54,616	911,320	1,217,656

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NOTES TO THE FINANCIAL STATEMENTS**FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****26 FINANCIAL RISK (CONTINUED)**Maturity profiles (continued)

	Carrying value	Up to a year	1-5 years	Over 5 years	No maturity date	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<u>30 June 2021</u>						
<u>Company</u>						
FVTPL financial assets	888,535	30,637	174,572	486,102	197,224	888,535
Amortised cost financial assets	34,722	34,722	-	-	-	34,722
Retakaful assets	36,318	18,846	10,071	7,401	-	36,318
Takaful receivables	10,441	10,441	-	-	-	10,441
Other receivables	10,721	10,721	-	-	-	10,721
Due from related companies	320	320	-	-	-	320
Cash and cash equivalents	110,315	110,315	-	-	-	110,315
Total financial assets	<u>1,091,372</u>	<u>216,002</u>	<u>184,643</u>	<u>493,503</u>	<u>197,224</u>	<u>1,091,372</u>
Takaful contract liabilities	802,526	29,763	13,254	30,790	728,719	802,526
Lease liabilities	6,323	737	2,921	2,665	-	6,323
Takaful payables	14,066	14,066	-	-	-	14,066
Expense liabilities	10,682	868	8,192	1,622	-	10,682
Other payables	57,787	57,787	-	-	-	57,787
Due to related companies	283	283	-	-	-	283
Total financial liabilities	<u>891,667</u>	<u>103,504</u>	<u>24,367</u>	<u>35,077</u>	<u>728,719</u>	<u>891,667</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****26 FINANCIAL RISK (CONTINUED)**Market risk

Market risk is the risk of losses owing to changes in fair value of assets or financial instruments. The market risk factors are primarily volatility in market prices (price risk) or market profit rates (profit rate risk). The change in market price may be caused by factor(s) specific to the individual instrument or its issuer or factor(s) affecting all instruments traded in the market.

The Company adopts prudent investment policies and strategies to mitigate adverse market risks. The investment policies guide the strategies on asset mix, asset quality, profit rate risk exposure and liquidity targets.

(i) Profit rate risk

Profit rate risk is the risk that value or future cash flows of a financial instrument will fluctuate because of changes in market profit rate. This risk arises due to differences in pricing or tenure of investments and liabilities. The profit rate risk is managed through setting the appropriate asset allocation reflecting the liability profile and the availability of the suitable instrument in the investment market.

The following table demonstrates the sensitivity to a reasonably possible change in profit rates, with all other variables held constant, showing the impact on the Company's profit before tax and equity. The correlation of variables will have a significant effect in determining the ultimate impact on profit rate risk, but to demonstrate the impact due to changes in variables, variables had to be changed on an individual basis. It should be noted that movements in these variables are non-linear.

	Impact on profit after taxation RM'000	Impact on equity* RM'000
<u>30 June 2022</u>		
Change in variables		
+100 basis point of profit rate	(4,840)	(4,840)
-100 basis point of profit rate	5,340	5,340
<u>30 June 2021</u>		
Change in variables		
+100 basis point of profit rate	(4,556)	(4,556)
-100 basis point of profit rate	4,959	4,959

* Impact on equity reflects adjustments for tax, when applicable.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)

26 FINANCIAL RISK (CONTINUED)

Market risk (continued)

(i) Profit rate risk (continued)

The impact on the Company's equity arose from investments in the Takaful Operator's fund. The impact arising from changes in profit rate to FVTPL fixed income securities of the Family Takaful fund and investment-linked funds is retained in the Takaful contract liabilities and as such, does not impact the profit before tax and equity of the Company.

(ii) Price risk

The Company's price risk exposure relates to financial assets and liabilities, whose values will fluctuate as a result of the change in market prices. Such investment securities are subject to price risk due to changes in market values of instruments arising either from factors specific to the individual instruments or their issuers or factors affecting all instruments traded in the market.

The Company has acknowledged the inherent risk of investing in equities. The Management is guided with investment policies that are approved by the Board in monitoring equity exposure and compliance with operational controls.

The following table demonstrates the sensitivity to a reasonably possible change in the fair values of the equity investments, with all other variables held constant showing the impact on the Company's profit before tax and equity. The correlation of variables will have a significant effect in determining the ultimate impact on price risk, but to demonstrate the impact due to changes in variables, variables had to be changed on an individual basis. It should be noted that movements in these variables are non-linear.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****26 FINANCIAL RISK (CONTINUED)**Market risk (continued)**(ii) Price risk (continued)**

	Impact on profit after taxation RM'000	Impact on equity* RM'000
<u>30 June 2022</u>		
Change in variables		
+20% of equity price	6,195	6,195
-20% of equity price	(6,195)	(6,195)
<u>30 June 2021</u>		
Change in variables		
+20% of equity price	8,533	8,533
-20% of equity price	(8,533)	(8,533)

* Impact on equity reflects adjustments for tax, when applicable.

The impact to the Company's equity arose from Takaful Operator's investments in equity securities. There is no impact to the Company's profit after taxation as the impact of changes in price risk to the equity securities of the Family Takaful fund and investment-linked funds is retained in the Takaful contract liabilities.

(iii) Operational risk

Operational risk is the risk of losses resulting from inadequate or failed internal processes, risk management policies and procedures, systems failures, human performance failures or from external events. The Company seeks to minimise exposure by ensuring appropriate internal controls and systems, together with trained and competent people are in place throughout the Company. The Company uses an established program of comprehensive risk self-assessments as well as Key Risk Indicators ("KRIs") in conjunction with independent internal audits to monitor and assess inherent operational risks and the effectiveness of internal controls.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (CONTINUED)****27 COMMITMENTS AND CONTINGENCIES**

	2022 RM'000	2021 RM'000
Approved and contracted for:		
Property and equipments	375	582
Software	972	2,238
	<u>1,347</u>	<u>2,820</u>