

**Prudential BSN Takaful Berhad**

(Company No. 200601020898 (740651-H))

(Incorporated in Malaysia)

**Financial statements for the financial year  
ended 31 December 2020**

# Prudential BSN Takaful Berhad

(Company No. 200601020898 (740651-H))

(Incorporated in Malaysia)

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# Prudential BSN Takaful Berhad

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(Company No. 200601020898 (740651-H))  
(Incorporated in Malaysia)

## Directors' report

The Directors have pleasure in submitting their report and the audited financial statements of the Company for the financial year ended 31 December 2020.

## Principal activities

The Company is principally engaged in the underwriting of family takaful business which includes investment-linked business and investment of funds. There has been no significant change in the principal activities during the financial year.

## Holding company

The holding company is Bank Simpanan Nasional, a bank incorporated under the Bank Simpanan Nasional Act, 1974 and domiciled in Malaysia.

## Results

Net profit for the year

RM'000  
51,008

## Dividend

No dividend was paid during the financial year and the Directors do not recommend any dividend to be paid for the financial year under review.

## Reserves and provisions

There were no material transfers to or from reserves and provisions during the financial year under review except as disclosed in the financial statements.

## Directors

Directors who served since the date of the last report are:

Rossana Annizah binti Ahmad Rashid (Chairman, Non-Independent Non-Executive Director) -  
Appointed w.e.f. 11 December 2020

Md Tajuddin bin Md Isa (Chairman, Independent Non-Executive Director) - Retired w.e.f. 11  
December 2020

Datuk Yunos bin Abd Ghani (Non-Independent Non-Executive Director) - Resigned w.e.f. 29  
December 2020

Lilian Ng Lup-Yin (Non-Independent Executive Director)

Mazidah binti Abdul Malik (Independent Non-Executive Director)

Ezamshah bin Ismail (Independent Non-Executive Director)

## **Statement of Directors' Responsibility**

In preparing the financial statements, the Directors have ensured that these financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and requirements of the Companies Act 2016 in Malaysia with reasonable and prudent judgements and estimates.

It is the responsibility of the Directors to ensure that the financial reporting of the Company presents a true and fair view of the financial position of the Company as at 31 December 2020 and of its financial performance and cash flows of the Company for the financial year ended 31 December 2020.

The financial statements are prepared on a going concern basis and the Directors have ensured that proper accounting records are kept so as to enable the preparation of the financial statements with reasonable accuracy.

The Directors also have overall responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and for the implementation and continued operation of adequate accounting and internal control systems for the prevention and detection of fraud and other irregularities. The system of internal controls is designed to provide reasonable and not absolute assurance for achieving certain internal control standards and helps the Company manage the risk of failure to achieve business.

The Statement by Directors pursuant to Section 251(2) of the Companies Act 2016 is set out on page 109.

## **Directors' interests**

None of the Directors holding office at the end of the financial year end had any beneficial interest in the ordinary shares of the Company during the financial year ended 31 December 2020, as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016.

## **Directors' benefits**

Since the end of the previous financial year, none of the Directors of the Company received or became entitled to receive any benefits (other than the benefit included in the aggregate amount of remuneration received or due and receivable by the Directors as shown in the financial statements) by reason of a contract made by the Company with 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 any time during the financial year, did there subsist any other arrangements to which the Company is a party, with the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporates.

## Issue of shares and debentures

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

There were no debentures issued during the financial year.

## Options granted over unissued shares

No options were granted to any person to take up unissued shares of the Company during the financial year.

## Indemnity and Takaful costs

During the financial year, the aggregate amount of Directors and Officers Liability takaful coverage effected for all directors of the Company is RM80,000,000. The total amount of contribution for the certificate is RM94,500.

## Corporate governance

The Board of Directors (the Board) is committed to ensure that the highest standards of corporate governance are practised in the Company. This is a fundamental part in discharging its responsibilities to protect and enhance all stakeholders' values and the financial performance of the Company.

The Board also reviewed the manner in which the Bank Negara Malaysia (BNM) policy document on Corporate Governance BNM/RH/PD 029-9 (BNM CG) is applied in the Company, where applicable, as set out below.

### 1. Board of Directors (the Board)

#### (a) Roles and Responsibilities of the Board

The role of the Board is to collectively be responsible for the long-term success of the Company and the delivery of sustainable value to its stakeholders. The Board is also to promote and protect the interests of PruBSN. The Board provides advice in fine-tuning corporate strategies and ensures the effective execution of these strategies.

The Board has overall responsibility for promoting the sustainable growth and financial soundness of the Company and for ensuring reasonable standards of fair dealing, without undue influence from any party. The Board must consider the short-term and long-term implications of the Board's decisions on the Company and its customers, officers and the general public and has established Board Committees which operate within clearly defined Terms of Reference (TOR) to assist in the discharge of these responsibilities.

## Corporate Governance (continued)

### 1. Board of Directors (the Board) (continued)

#### (a) Roles and Responsibilities of the Board (continued)

In discharging its responsibilities, the Board 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 is reviewed periodically by the Board.

Broadly, the responsibilities of the Board include, but are not limited to the following:

- (i) approving the risk tolerance and risk appetite, business plans and other initiatives which would, singularly or cumulatively, have a material impact on the Company's risk profile;
- (ii) overseeing the selection, performance, compensation and succession plans of the Chief Executive Officer (CEO) and other members of Senior Management, such that the Board is satisfied with the collective competence of Senior Management to effectively lead the operations of the Company;
- (iii) overseeing the implementation of the Company's governance framework and internal control framework, and periodically review whether these remain appropriate in the light of material changes to the size, nature and complexity of the Company's operations;
- (iv) promoting, together with Senior Management, a sound corporate culture within the Company which reinforces ethical, prudent and professional behaviour;
- (v) promoting sustainability through appropriate environmental, social and governance considerations in the Company's business strategies;
- (vi) overseeing and approving the recovery and resolution as well as business continuity plans for the Company to restore its financial strength, critical operations and critical services when it comes under stress;
- (vii) promoting timely and effective communications between the Company and BNM on matters affecting or that may affect the safety and soundness of the Company;
- (viii) promoting Shariah compliance in accordance with expectations set out in the BNM policy document on Shariah Governance Framework for Islamic Financial Institutions (SGF) and ensuring its integration with the Company's business and risk strategies;

## Corporate Governance (continued)

### 1. Board of Directors (the Board) (continued)

#### (a) Roles and Responsibilities of the Board (continued)

- (ix) approving key policies that cover critical areas, including but not limited to policies regarding Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT) measures within the Company, governance structure and reporting arrangements, Shariah non-compliance risk management and other areas that are material to the effective implementation of Shariah governance within the Company;
- (x) reviewing the reports submitted by the appointed actuary at a sufficiently granular level that enables the Board to form a well-founded view on the matters set out in BNM policy document on Appointed Actuary: Roles and Responsibilities;
- (xi) ensuring, together with the senior management, that product risks are well managed and that the needs and rights of consumers are appropriately addressed;
- (xii) reviewing and approving the outsourcing risk management framework and outsourcing plan, detailing the financial institution's planned outsourcing arrangements for the following financial year before the plan is submitted to BNM;
- (xiii) overseeing the effective management of takaful operations that support the Company's business and risk strategies. In fulfilling this role, the Board must approve an operational framework governing the management of takaful operations that complies with Shariah and promotes sustainable takaful operations;
- (xiv) approving the proposed amount of profit distributable from participant investment fund (PIF) or surplus distributable from participant risk fund (PRF);
- (xv) overseeing the creation of PRF, the risk ceded to reinsurer / insurer and cross trade transactions;
- (xvi) overseeing and approving the adequacy of IT and cybersecurity strategic plans covering a period of no less than 3 years;

## Corporate Governance (continued)

### 1. Board of Directors (the Board) (continued)

#### (a) Roles and Responsibilities of the Board (continued)

- (xvii) overseeing and approving the effective implementation of a sound and robust Technology Risk Framework Management and Cyber Resilient Framework at least once every 3 years;
- (xviii) overseeing and approving cloud strategy and cloud operational management;
- (xix) approving an effective internal control system for AML/CFT and maintain adequate oversight of the overall AML/CFT measures undertaken by the reporting institution;
- (xx) ensuring that the conduct of the Company is consistent with the objectives and requirements set out in BNM policy document on Operating Cost Control for Life Insurance & Family Takaful Business;
- (xxi) ensuring effective oversight of the Company's investment-linked business as part of the licensed person's overall strategy management and risk control framework;
- (xxii) ensuring that its investment-linked takaful business is managed in compliance with Shariah principles and relevant regulatory requirements; and
- (xxiii) undertaking various functions and responsibilities as specified in the guidelines and directives issued by the regulatory authority from time to time.

In discharging its responsibilities, the Board is equally responsible to ensure compliance with the Islamic Financial Services Act, 2013 and Bank Negara Malaysia (BNM) Guidelines/Circulars and other directives. It has to comply with the tenets of corporate governance by adopting best practices as stipulated under BNM CG and SGF. Apart from its statutory responsibilities, the Board approves the Company's major funding decisions, outsourcing arrangements and related parties transactions.



## **Corporate Governance (continued)**

### **1. Board of Directors (the Board) (continued)**

#### **(a) Roles and Responsibilities of the Board (continued)**

The Company has an organisational structure showing all reporting lines as well as documented job descriptions for all employees. The day-to-day business of the Company is managed by the CEO who is assisted by other members of Senior Management. Senior Management comprises of CEO and Senior Officers of the Company. Senior Officers refers to members of the Executive Committee (EXCO) other than the CEO; Appointed Actuary, Head of Actuary Services and Head of Shariah. The CEO and other members of Senior Management 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.

To discharge its oversight roles and responsibilities more effectively, the Board has delegated the independent oversight over, inter alia, internal and external audit function to the Board Audit Committee (BAC), internal controls and risk management to the Board Risk Management Committee (BRMC). The Board Nominations Committee (BNC) is delegated the authority to, inter alia, establish a formal and transparent procedure for the appointment of Directors, Shariah Committee (SC), CEO, Senior Officers and Company Secretary, and to assess the effectiveness of the Board, SC, CEO, Senior Officers and Company Secretary. The Board Remuneration Committee (BRC) is delegated the authority to, inter alia, provide a formal and transparent procedure for developing a remuneration policy for Directors, SC, CEO, Senior Officers and Other Material Risk Taker (OMRT) and ensuring that their compensation is competitive and consistent with the takaful operator's culture, objectives and strategies. There are two (2) OMRT in the Company, namely the Head of New Business & Underwriting and Head of Underwriting Unit New Business Projects.

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.

## Corporate Governance (continued)

### 1. Board of Directors (the Board) (continued)

#### (a) Roles and Responsibilities of the Board (continued)

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 power and authority, such that no one individual has unfettered powers of decision-making.

The Chairman leads the Board and ensures its smooth and effective overall 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 shareholders' 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 effective oversight, insights, unbiased and independent views, advice and judgment to the Board and bring impartiality to Board deliberations and decision-making. They also to 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.

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](http://www.ssm.com.my)'.

#### (b) Board Size and Composition

The Board comprises four (4) members including the Chairman as at the end of the financial year 2020. Given the size of the Company's operations, the Board size and composition remains adequate to provide for a diversity of views, facilitate effective decision-making, and appropriate balance of Executive, Non-Executive, independent and non-independent directors.

All the Board members have complied with the requirement of serving on the Board of not more than 10 listed companies and 15 non-listed companies.

**Corporate Governance (continued)****1. Board of Directors (the Board) (continued)****(c) Board Meetings**

During the financial year ended 31 December 2020, the Board met twelve (12) times to decide on the objectives, strategies and any other specific matters which are reserved for its decision. All Directors have attended more than 75% of the total Board meetings held during the financial year and complied with the requirements on attendance at Board meetings as stipulated in the BNM CG. Details of the attendance of each Director are as follows:

<b>Director</b>	<b>Attendance</b>
Rossana Annizah binti Ahmad Rashid (Appointed w.e.f. 11 December 2020)	1/1
Md Tajuddin bin Md Isa (Retired w.e.f. 11 December 2020)	11/11
Datuk Yunos bin Abd Ghani (Resigned w.e.f. 29 December 2020)	12/12
Lilian Ng Lup-Yin	12/12
Mazidah binti Abdul Malik	12/12
Ezamshah bin Ismail	12/12

At the Board meetings, active deliberations of issues by Board members are encouraged and such deliberations, decisions and conclusions are recorded by the Company Secretary accordingly. Any Director who has interest in the subject matter to be deliberated shall abstain from deliberating and voting on the same during the meeting.

**(d) Supply of Information**

All Board members are supplied with information in a timely manner. The Company has implemented electronic Board reports. Board reports are circulated 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 the Company Secretary and Internal Auditors. All Directors also have access to independent professional advice at the Company's expense.

## Corporate Governance (continued)

### 1. Board of Directors (the Board) (continued)

#### (e) Directors' Profile

##### (i) **ROSSANA ANNIZAH BINTI AHMAD RASHID**

Chairman, Non-Independent Non-Executive Director  
Age 55, Female, Malaysian

Pn. Rossana was appointed as Non-Independent Non-Executive Director and Chairman of Prudential BSN Takaful Berhad effective from 11 December 2020. She is currently a member of BAC, BRMC and BRC of the Company. She also concurrently serves as Chairman of Bank Simpanan Nasional.

Pn. Rossana is an Independent Non-Executive Director of IHH Healthcare Berhad ("IHH"). She serves as the Chairperson of the Audit Committee and Risk Management Committee as well as member of the Nomination Committee and Remuneration Committee of IHH. She sits on the Board and Board Committee of Acibadem Saglik Yatirimlari Holding A.S. and Acibadem Saglik Hizmetleri ve Ticaret A.Ş., both are indirect subsidiaries of IHH in Turkey. She is also a Non-Executive Director of Parkway Trust Management Limited (PTML) in Singapore, which is the manager of Parkway Life REIT, one of Asia's largest listed healthcare REITs.

Pn. Rossana is a member of the Investment Panel and the Investment Panel Risk Committee of the Malaysia's Employees Provident Fund (EPF).

In addition, she is the Country Chairman of the Jardine Matheson Group in Malaysia. Subsequently, she joined the Board of Cycle & Carriage Bintang Berhad, a member of the Jardine Matheson Group, as Non-Independent Non-Executive Director. She also serves as Independent Non-Executive Director of edotco Group Sdn Bhd as well as Celcom Axiata Berhad, both are subsidiaries of Axiata Group Berhad.

Prior to her current roles, Pn. Rossana held leadership positions in the telecommunications and banking sectors. She has previously served in various senior management roles with TIME dotCom Berhad, Maxis Berhad and RHB Bank Berhad, after beginning her banking career with Citibank Malaysia.

Pn. Rossana holds a Bachelor of Arts in Banking and Finance from Canberra College of Advance Education (now known as University of Canberra), Australia. She is also a member of CPA Australia.

## Corporate Governance (continued)

### 1. Board of Directors (the Board) (continued)

#### (e) Directors' Profile (continued)

##### (ii) MD TAJUDDIN BIN MD ISA (Retired w.e.f. 11 December 2020)

Chairman, Independent Non-Executive Director  
Age 64, Male, Malaysian

En. Md Tajuddin bin Md Isa graduated from the Australian Army, Officer Cadet School, Portsea, Victoria, Australia in 1978 and was commissioned as an officer with the rank of Second Lieutenant in the Royal Malay Regiment of the Malaysian Armed Forces. He resigned from the Malaysian Armed Forces in 1986 with the rank of Captain and proceeded to read law at the University of Sheffield, England, United Kingdom. He graduated with a second class (upper) LLB (honours) degree in 1989 and thereafter obtained his Certificate of Legal Practice from the Legal Profession Qualifying Board and was admitted as an advocate and solicitor of the High Court of Malaya in 1991. He obtained his Post Graduate Diploma in Islamic Banking and Finance from the International Islamic University Malaysia (IIUM) in 2008.

En. Md Tajuddin was appointed as Independent, Non-Executive Director of the Company and assumed the Board Chairmanship on 11 December 2017. He was also a member of the BAC, BRMC, BNC and BRC of the Company.

En. Md Tajuddin began his career as a lawyer with Messrs Zain & Co in 1991 and thereafter set up his own legal firm as a Managing Partner at Messrs Md Tajuddin & Co, Advocates & Solicitors, Kuala Lumpur and has considerable experience in litigation, corporate and conveyancing matters with strong emphasis in Islamic Banking since 1991.

He was a member of the Board of Bank Simpanan Nasional (BSN) and a member of the Shariah Advisory Committee of BSN from 1 May 2011 to 31 December 2018.

He is a panel member of the Disciplinary Committee, Advocates & Solicitors Disciplinary Board.

## Corporate Governance (continued)

### 1. Board of Directors (the Board) (continued)

#### (e) Directors' Profile (continued)

##### (iii) **DATUK YUNOS BIN ABD GHANI (Resigned w.e.f. 29 December 2020)**

Non-Independent Non-Executive Director  
Age 63, Male, Malaysian

Datuk Yunos Bin Abd Ghani received his Bachelor's Degree in BA (Finance) from Eastern Michigan University, United States in 1986.

He was appointed as Non-Independent, Non-Executive Director of the Company on 26 May 2015 and was a member of BRMC, BNC and BRC of the Company.

Datuk Yunos began his career in 1981 as Credit Officer of Bank Bumiputra Malaysia Berhad. In 1996, he assumed the position of General Manager for the Tokyo branch of Bank Bumiputra Malaysia Berhad in Japan. From November 2000 to June 2003, he was the General Manager of Bank Muamalat Malaysia Berhad Labuan Offshore branch and from July 2003 to February 2005, he was the Vice President and Head of Consumer Banking of Bank Muamalat Malaysia Berhad in Kuala Lumpur. He joined Bank Simpanan Nasional (BSN) in March 2005 and assumed the position of Director, Banking Operation. In September 2006, he joined Perbadanan Tabung Pendidikan Tinggi Nasional (PTPTN) and was the Chief Executive Officer of PTPTN until March 2010. Pursuant to the stint in PTPTN, Datuk Yunos assumed the position of Deputy Chief Executive of BSN until November 2017.

Datuk Yunos was the Chief Executive of BSN from December 2017 to 1 December 2020. His main responsibility includes overseeing the bank's overall operations and management. In his vast banking and management locally, internationally including offshore-banking experience, Datuk Yunos - a keen Digital Advocate, has been directly involved in the oversight of numerous multi million Ringgit Information Technology related projects. Amongst the recent highlights in BSN include successfully overseeing the Core Banking Migration and Enterprise Storage Technology Refresh projects to ensure that BSN has the right technological foundations to move forward in the new era of digital while ensuring long term sustainability.

##### (iv) **LILIAN NG LUP-YIN**

Non-Independent Executive Director  
Age 55, Female, Australian

Lilian Ng Lup-Yin holds a Bachelor's Degree in Economics from Macquarie University, Australia in 1987. She is a registered Fellow member of the Institute of Actuaries of Australia (FIAA).

## Corporate Governance (continued)

### 1. Board of Directors (the Board) (continued)

#### (e) Directors' Profile (continued)

##### (iv) LILIAN NG LUP-YIN (continued)

Lilian Ng was appointed as Executive Director of the Company on 8 September 2017 and is a member of the BNC of the Company.

Lilian Ng joined Prudential Assurance Company Limited (Hong Kong) in 1994 and has spent more than 20 years with Prudential Group. She was appointed as the Chief Executive, Insurance of Prudential Corporation Asia (PCA) in June 2015. As the Chief Executive, Insurance of PCA, Lilian Ng is tasked with the overall responsibility of managing Prudential's network of insurance business units in Asia. Lilian Ng is also currently a Director of Prudential Assurance Malaysia Berhad.

##### (v) MAZIDAH BINTI ABDUL MALIK

Independent Non-Executive Director  
Age 62, Female, Malaysian

Aged 62, Pn. Mazidah has served Bank Negara Malaysia for more than 30 years. She has extensive experience in trading and portfolio investments in international fixed income markets, having spent 16 years at the Investment and Treasury department of the central bank. She served as the representative of Bank Negara Malaysia in New York between 1994 and 1997 and had the opportunity to trade for the central bank's London office, amidst the 1992 Exchange Rate Management crisis. She has honed her market skills from training in New York, London and European financial centres.

She has also served other departments in the bank with exposure in economic policy, risk management, communications, international relations and technical assistance. Her career with Bank Negara Malaysia included stints at the Labuan Offshore Financial Services Authority and the International Centre for Education in Islamic Finance. She has participated in various international meetings including IMF/World Bank Annual meetings, Islamic Development Bank, ASEAN and APEC. She retired from the central bank in August 2014.

In 2016, she was appointed as Independent, Non-Executive Director of Alliance Investment Bank Berhad, a subsidiary of Alliance Bank Malaysia Berhad. She served as Independent Director of Bursa Malaysia Securities Berhad and Bursa Malaysia Securities Clearing Sdn Bhd from 2017 to March 2020.

Pn. Mazidah was appointed as Independent, Non-Executive Director of the Company on 1 April 2017. She is currently the Chairman of the BRMC on BRC and also a member of BAC and BNC of the Company.

## Corporate Governance (continued)

### 1. Board of Directors (the Board) (continued)

#### (e) Directors' Profile (continued)

##### (vi) EZAMSHAH BIN ISMAIL

Independent Non-Executive Director  
Age 63, Male, Malaysian

En. Ezamshah is an actuarial trained professional with over 35 years of experience in the Insurance and Takaful industry, specializing in management and strategic development at a senior level.

He was a consultant with William M Mercer between the years of 1981 to 1992, including a two-year stint in New York. As the Country Head in Malaysia, he engineered a merger with another firm and now the Mercer organization is the largest in Malaysia providing Actuarial (insurance and benefit related) and HR consultancy.

Further on, he assisted the NSTP Group in acquiring a Life Insurance business in 1992 and subsequently became the company's CEO. Under his management, the company, AMAL Assurance Bhd had grown in both premiums and asset size. Subsequently, he joined the Hong Leong Group, oversaw the set-up Hong Leong Tokio Marine Takaful Berhad (HLMT) and became the CEO of HLMT from July 2006 to May 2008.

In his pursuit for educational excellence, he obtained various qualifications as follows:

- Masters in Actuarial Science (North Eastern University, Boston);
- Associate of the Society of Actuaries (USA);
- Fellow, Registered Financial Planner (FRFP, MFPC Malaysia);
- Certificate in Shariah Law from International Islamic University (Malaysia) [IIUM];
- Graduate of the International Centre for Leadership in Finance;
- Masters in Business Law (LLM) from the International Islamic; and
- Chartered Islamic Finance Professional (CIFP, CIIF).

He has also made several significant contributions to the industry. Whilst being the President of Life Insurance Association of Malaysia (LIAM), he contributed in the setting up of the first Life Reinsurance Company (MLRe) in Malaysia and was appointed as its first Chairman. Due to his profound credibility, he was also appointed for various high level portfolios, namely the President of the Malaysian Financial Planning Council (MFPC), Director of the Malaysian Insurance Institute (MII) and the Insurance Mediation Bureau (IMB), and Vice-President of Malaysian Takaful Association (MTA).



## **Corporate Governance (continued)**

### **1. Board of Directors (the Board) (continued)**

#### **(e) Directors' Profile (continued)**

##### **(vi) EZAMSHAH BIN ISMAIL (continued)**

Currently he is the Senior Teaching Fellow in the areas of Takaful and Risk Management at the International Centre for Education in Islamic Finance (INCEIF), a university founded by Bank Negara Malaysia. He is also an adjunct lecturer at Islamic Banking & Finance Institute Malaysia (IBFIM), MFPC and International Centre for Leadership in Finance (ICLIF).

En. Ezamshah was appointed as the Independent Non-Executive Director of the Company on 1 August 2017. He is currently the Chairman of the BAC and BNC, and a member of BRMC and BRC of the Company. Besides his appointment in PruBSN, he also sits on the Board of Malaysian Insurance Institute (MII) and Harlow's MGI Sdn. Bhd.. He is a Shariah Supervisory Board Member of RGA Global (Labuan) Retakaful Bhd. and Ayady Takaful of Maldives.

As a strong advocate of digital strategy and competent IT user, the use of technology has been a major foundation in the companies he pioneered and led. AMAL Assurance was the first insurance company to go wireless, introduced e-learning for its staff and uses biometrics recognition for its security. Back then in the late 1990s, he believed a company without an IT presence would not survive the future.

He has also been very much involved in introducing e-learning for online students in INCEIF. He encouraged the usage of interactive technology and the online platform, ensuring academical excellence and financial sustainability.

#### **(f) Directors' Training**

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

The Company is a member of FIDE Forum which entitles its Directors to benefits of membership as set out in FIDE Forum website '[www.fideforum.org](http://www.fideforum.org)' and an additional training budget is also allocated for Directors' training programme by the Company.

Directors are encouraged to attend training programme and constantly update their knowledge as well as enhance their skills. The Board is also updated on the latest updates/amendments on BNM Guidelines and other regulatory requirements relating to the discharge of the Directors' duties and responsibilities.

## **Corporate Governance (continued)**

### **1. Board of Directors (the Board) (continued)**

#### **(f) Directors' Training (continued)**

During the financial year ended 31 December 2020, the Company regularly organises in-house briefings conducted by internal and external professionals where the Directors were briefed and discussions held pertaining to the following matters:

#### **Trainings by Internal Professionals**

- 2020 Investment Strategies
- Shariah contract drafting enhancements – pursuant to 'Reinforcing Takaful' reform agenda and TOF
- Shariah Research Initiatives for 2020
- Climate Related Risks
- Briefing on Policies Relating to the latest Takaful Operational Framework (TOF)

#### **External Trainings**

##### **FIDE**

- Risks: A Fresh Look from the Board's Perspective
- Digital Financial Institutions Series: Managing Virtual Banking and Insurance Businesses
- Climate Action: The Board's Leadership in Greening the Financial Sector
- 3rd Distinguished Board Leadership Series' Challenging Times: What Role Must the Board Play
- Covid-19 and Current Economic Reality: Implications for Financial Stability
- Green Fintech: Ping An's journey to becoming a top ESG - performing Financial Institution
- Annual Dialogue with the Governor of BNM

##### **Others**

- IBFIM - Value Based Intermediation: Strengthening the Roles and Impact of Islamic Finance - Sectorial Guide Town Hall
- Artificial Intelligence and Its Role in Financial Institutions (FIs)
- BNM and World Bank - Sustainable and Inclusive Finance Forum: Building Greener and more Equitable Financial Systems
- NLP Certified Practitioner Course / Timeline Therapy Techniques

**Corporate Governance (continued)****2. Management accountability**

Whilst the Board is responsible for approving the framework and policies which the Company should be operating within, the Senior Management is accountable for the execution of the enabling policies and attainment of the Company's corporate objectives.

**3. Corporate independence**

All material related party transactions have been disclosed in the Note 28 to the financial statements.

**4. Internal control framework**

The Board exercises overall responsibility for the Company's internal controls and effectiveness. The Board recognises that risks cannot be eliminated completely; as such, the systems and processes put in place are aimed at minimising and managing them. The Company has an established internal control framework which covers all levels of personnel and business processes that ensure the Company's operations are run in an effective and efficient manner, as well as to safeguard the assets of the Company and stakeholders' interests. Continuous assessment of the effectiveness and adequacy of internal controls, which includes an independent examination of controls by the internal audit function, ensures that corrective action where necessary, is taken in a timely manner.

Under the internal control framework, the Company applies the three (3) lines of defence model, with the following groupings:

**(a) First line of defence (Risk Taking and Management)**

- (i) Takes and manages risk exposures in accordance with the risk appetite, mandate and limits set by the Board;
- (ii) Identifies and reports the risks being generated, and those that are emerging;
- (iii) Escalates breaches to the limits or violations of policies, mandates or instructions; and
- (iv) Manages the business in accordance with the control framework laid out in the strategies, policies and risk parameters set by the Board, Board Risk Management Committee (BRMC), or sub committees thereof.

**(b) Second line of defence (Risk Control and Oversight)**

- (i) Assists the Board, BRMC, or sub committees thereof to formulate and implement the approved risk appetite and limit framework, risk management plans, risk policies, risk reporting and risk identification processes; and

**Corporate Governance (continued)****4. Internal control framework (continued)**

(b) Second line of defence (Risk Control and Oversight) (continued)

- (ii) Reviews the risk taking activities of the first line of defence and where appropriate challenges the actions being taken to manage and control risks.

(c) Third line of defence (Independent Assurance)

- (i) Provides independent assurance on the design, effectiveness and implementation of the overall system of internal control which covers risk management and compliance.

**5. Board Audit Committee (BAC)**

The BAC is chaired by an independent director and comprises:

No.	Name	Designation
1	Ezamshah bin Ismail	Chairman, Independent Non-Executive Director
2	Mazidah binti Abdul Malik	Member, Independent Non-Executive Director
3	Md Tajuddin bin Md Isa (Retired w.e.f. 11 December 2020)	Member, Independent Non-Executive Director
4	Rossana Annizah binti Ahmad Rashid (Appointed w.e.f. 28 December 2020)	Member, Non-Independent Non-Executive Director

**Secretary**

The Secretary to the BAC is the Company Secretary of the Company.

The Internal Audit (IA) function is performed by the affiliated company's Group-wide Internal Audit (GwIA) through an outsourcing arrangement and together with compliance function report to the Board through the BAC. The IA function carries out the audit of the internal control system on a continuous basis.

**(a) Authority**

The Committee is authorised by the Board to investigate any activity within its remit, seek any information that it requires from any employee, contractor, or committee which is necessary to satisfactorily discharge its duties. All employees of the Company are directed to cooperate with any request made by the Committee.

Members of the BAC have the right of access to the affiliated company's Chairman of Audit Committee and the Regional Business CEO of affiliated company.

## **Corporate Governance (continued)**

### **5. Board Audit Committee (BAC) (continued)**

#### **(b) Meetings**

The BAC meets at least four (4) times a year and additional meetings may be called at any time as and when necessary. All meetings to review reports and financial statements are held prior to such reports and financial statements being presented to the Board for approval.

The quorum for BAC meetings should be at least two thirds of the members with independent Directors forming the majority. When the Chairman of the Committee is not available to attend a meeting, the remaining two members should agree for one of them to act as the chairperson for the meeting and document as such in the minutes.

The BAC may invite any individual, whether external or internal to attend all or part of any meeting(s) of the BAC in whatever capacity as the BAC deems appropriate to assist the BAC in the fulfilment of its duties. The affiliated company's Chief Risk Officer (CRO), Chief Compliance Officer and the GwIA Head of Internal Audit for affiliated company, or their nominated delegates, have a standing invitation to attend any meeting(s) of the BAC.

The external auditors are invited to attend the BAC meetings on a regular basis.

The BAC shall meet with the affiliated company's GwIA, Chief Compliance Officer and external auditors in private at least once a year without the presence of the Company's Senior Management.

#### **(c) Roles and Responsibilities of the BAC**

The functions of the BAC include:

- (i) supporting the Board in ensuring that there is a reliable and transparent financial reporting process within the Company;
- (ii) overseeing the effectiveness of the internal audit function of the Company;
- (iii) fostering a quality audit of the Company by exercising oversight over the External Auditors, in accordance with the expectations set out in the BNM policy document on External Auditors;
- (iv) reviewing and updating the Board on all related party transactions;

**Corporate Governance (continued)****5. Board Audit Committee (BAC) (continued)****(c) Roles and Responsibilities of the BAC (continued)**

- (v) reviewing the accuracy and adequacy of the disclosures in the Directors' Report, Corporate Governance Statements and announcements in relation to the preparation of financial statements;
- (vi) reviewing third-party opinions on the design and effectiveness of the Company's internal control framework;
- (vii) monitoring compliance with the Board's conflicts of interest policy;
- (viii) reviewing the Company's policies to ensure compliance with relevant regulations, industry codes and legal requirements in each of the markets where the Company is represented and the monitoring the effectiveness of the policies and procedures;
- (ix) approving annual compliance plan for the Company;
- (x) reviewing procedures operated for handling allegations from whistleblowers and, reviewing whether proportionate and independent investigation of such matters has occurred;
- (xi) determining the deliverables of the Shariah audit function to ensure that the deliverables are consistent with accepted auditing standards upon consultation with the SC; and
- (xii) deliberate the issues highlighted in the Shariah Review Reports duly approved by the SC and accordingly advise the Board on the required enhancements to be put in place upon consultation with the SC.

**(d) Activities**

The BAC carried out its duties in accordance with its TOR.

The BAC met seven (7) times during the financial year ended 31 December 2020 with timely notices of issues to be discussed. Details of the attendance of each BAC member are as follows:

<b>Director</b>	<b>Attendance</b>
Ezamshah bin Ismail	7/7
Mazidah binti Abdul Malik	7/7
Md Tajuddin bin Md Isa (Retired w.e.f. 11 December 2020)	7/7
Rossana Annizah binti Ahmad Rashid (Appointed w.e.f. 28 December 2020)	N/A

**Corporate Governance (continued)****5. Board Audit Committee (BAC) (continued)****(d) Activities (continued)**

The BAC reviewed the reports and financial statements of the Company. The BAC met with the external auditors and discussed the nature and scope of the audit, considered significant changes in the accounting and auditing issues. The BAC reviewed the management letter and management's response, examined pertinent issues which had significant impact on the results of the Company and discussed applicable accounting and auditing standards. The BAC also reviewed the external auditors audit fees and assessed the objectivity and independence of the external auditors prior to the recommendation of their re-appointment as external auditors at the Company's Annual General Meeting.

Additionally, the BAC reviewed the internal auditors' audit findings and recommendations as well as BNM's examination report on the Company. The BAC also reviewed its TOR, the compliance progress report, compliance risk management report, fraud investigation report, annual compliance plan, attestations to be provided to external parties, Audited Takaful Operators Statistical Return and Risk Based Capital Target, outsourcing arrangements with related parties and various related party transactions carried out by the Company.

The BAC had separate sessions with the external auditors and the internal auditor respectively without the presence of Senior Management where matters discussed include key reservations noted by the external auditors and internal auditor respectively during the course of their audit. The BAC together with the BRMC also had separate sessions with the CRO and Head of Compliance respectively without the presence of Senior Management where matters discussed include key reservations noted by them during the reporting period. The BAC together with the BRMC also set the objectives setting for the CRO who also double hats as Chief Compliance Officer of the Company.

**6. Board Risk Management Committee (BRMC)**

The BRMC is chaired by an independent director and comprises:

No.	Name	Designation
1	Mazidah binti Abdul Malik	Chairman, Independent Non-Executive Director
2	Ezamshah bin Ismail	Member, Independent Non-Executive Director
3	Datuk Yunos bin Abd Ghani (Resigned w.e.f. 29 December 2020)	Member, Non-Independent Non-Executive Director
4	Md Tajuddin bin Md Isa (Retired w.e.f. 11 December 2020)	Member, Independent Non-Executive Director
5	Rossana Annizah binti Ahmad Rashid (Appointed w.e.f. 28 December 2020)	Member, Non-Independent Non-Executive Director

## **Corporate Governance (continued)**

### **6. Board Risk Management Committee (BRMC) (continued)**

#### **Secretary**

The Secretary to the BRMC shall be any person nominated by the BRMC.

#### **(a) Authority**

The BRMC is authorised by the Board to oversee the Senior Management's activities in managing the key risk areas of the Company and to ensure that the risk management process is in place and functioning effectively.

#### **(b) Meetings**

The BRMC meets at least four (4) times a year and may call for additional meeting(s) to examine and consider matters related to its responsibilities as and when necessary.

The quorum for BRMC meetings should be a majority of the members with the independent members forming the majority. The CRO of the Company or designated alternates shall attend each meeting.

The Chairman shall have the right to invite such other persons, whether within the Company or not, to attend as necessary.

The BRMC is supported by the Risk Management Committee (RMC) which acts as an advisory committee on key risk matters. BRMC is also supported by the Investment Committee (IC) which is a Board appointed committee and oversees investment risks.

The Risk Management Framework for the Company comprises three main components i.e. Strategy and Culture, Methods and Approaches, and Tools and Infrastructure. The Company's approach on Risk Governance is premised on the principle of 'three lines of defence' i.e. Risk Taking and Management, Risk Control and Oversight and Independent Assurance. The Risk Management Cycle is the ongoing process of identifying, assessing, controlling and reporting the risks to which the Company is exposed and includes assessing the solvency position of the Company. Risks have been classified into two main categories, which are made up of financial risk (including market risk, credit risk, liquidity risk and takaful risk) and non-financial risk (strategic risk, operational risk and business environment risk). Additionally, BRMC provides oversight over Shariah non-compliance risk arising from the failure to comply with Shariah rules and principles. The SC is the reference point in matters related to Shariah.

#### **(c) Roles and Responsibilities of the BRMC**

The functions of the BRMC include:

- (i) reviewing and recommending risk management strategies, risk appetite, risk policies and risk tolerance for approval by the Board;



**Corporate Governance (continued)****6. Board Risk Management Committee (BRMC) (continued)****(c) Roles and Responsibilities of the BRMC (continued)**

- (ii) reviewing and assessing the adequacy of risk management policies for identifying, measuring, monitoring and controlling risks as well as the extent to which these are operating effectively;
- (iii) reviewing material risk exposures, including market, credit, takaful operational, liquidity, economic, technology, and regulatory risks against the Company risk measurement methodologies and management actions to monitor and control such exposure;
- (iv) ensuring adequate infrastructure, resources and systems are in place for the control functions to carry out their responsibilities independently and effectively;
- (v) reviewing the management's periodic reports on risk exposure, risk portfolio composition and risk management activities including Shariah Risk Management;
- (vi) reviewing and affirming the Company's risk appetite regularly to ensure that it continues to be relevant and reflects any changes in the Company's capacity to take on risk, its inherent risk profile, as well as market and macroeconomic conditions;
- (vii) reviewing and recommending appropriate steps to ensure that business and operational decisions are aligned with the risk appetite;
- (viii) reviewing and monitoring the effectiveness of the CRO and the Risk Management team; and
- (ix) supporting the Board's oversight function over technology related matters.

**(d) Activities**

The BRMC carried out its duties in accordance with its TOR.

The BRMC met eight (8) times during the financial year ended 31 December 2020 with timely notices of issues to be discussed. Details of the attendance of each BRMC member are as follows:

<b>Director</b>	<b>Attendance</b>
Mazidah binti Abdul Malik	8/8
Ezamshah bin Ismail	8/8
Datuk Yunos bin Abd Ghani (Resigned w.e.f. 29 December 2020)	8/8

**Corporate Governance (continued)****6. Board Risk Management Committee (BRMC) (continued)****(d) Activities (continued)**

Director	Attendance
Md Tajuddin bin Md Isa (Retired w.e.f. 11 December 2020)	8/8
Rossana Annizah binti Ahmad Rashid (Appointed w.e.f. 28 December 2020)	N/A

The BRMC reviewed the adequacy and integrity of internal control systems, including risk management and relevant management of information system. It also reviewed the processes put in place to identify, evaluate and manage the significant risks encountered by the Company. Additionally, the BRMC reviewed the risk updates provided by the CRO and risk assessment on key projects undertaken by the Company. In performing its oversight function over technology related matters pursuant to BNM policy document on Risk Management in Technology, the BRMC reviewed the technology-related frameworks such as PruBSN Information, Technology Risk Management and Cyber Resilience Framework for subsequent approval of the Board. The BRMC also reviewed PruBSN Cloud Adoption Strategy to ensure that risk assessments undertaken are robust and comprehensive prior to approval by the Board and submission to BNM. In addition, the BRMC also reviewed the quarterly updates on technology and information security risk by the Head of Technology Risk.

Other reviews by the BRMC include the review of its TOR, the AML/CFT policy, the Management of Group Family Takaful Product Policy, the Surplus Management Policy, Anti-Bribery and Corruption Policy and outsourcing plan of the Company. The BRMC together with BAC also had separate sessions with the CRO without the presence of Senior Management where matters discussed include reservations noted by CRO and areas for improvement in matters relating to Risk and Compliance.

**7. Nomination and Remuneration Committees**

The Board also takes responsibility in establishing the Nominations and Remuneration Committees. The Nomination and Remuneration Committees meet as and when required, at least once a year.

**Board Nominations Committee (BNC)**

The BNC is chaired by an independent director and comprises:

No.	Name	Designation
1	Ezamshah bin Ismail	Chairman, Independent Non-Executive Director
2	Mazidah binti Abdul Malik	Member, Independent Non-Executive Director
3	Datuk Yunos bin Abd Ghani (Resigned w.e.f. 29 December 2020)	Member, Non-Independent Non-Executive Director
4	Lilian Ng Lup-Yin	Member, Non-Independent Executive Director
5	Md Tajuddin bin Md Isa (Retired w.e.f. 11 December 2020)	Member, Independent Non-Executive Director

## **Corporate Governance (continued)**

### **7. Nominations and Remuneration Committees (continued)**

#### **Board Nominations Committee (BNC) (continued)**

The Secretary to the BNC shall be any person nominated by the BNC.

##### **(a) Authority**

The BNC is authorised by the Board to establish a formal and transparent procedure for the appointment of Directors, SC, CEO, Senior Officers and Company Secretary, and to assess the effectiveness of Directors, and the Board as a whole and the various committees of the Board, SC, CEO, Senior Officers and Company Secretary.

##### **(b) Meetings**

Meetings shall normally be scheduled at least once a year to deliberate on the above responsibilities. The Chairman of the BNC may call for additional meeting(s) to examine and consider matters related to its responsibilities as the BNC deems necessary.

The quorum for a meeting of the BNC shall be at least two (2) members. The Chairman shall have the right to invite such other persons, whether within the Company or not, to attend as necessary.

##### **(c) Roles and Responsibilities of the BNC**

The function of the BNC include:

- (i) to support the Board in carrying out its functions in the following matters concerning the Board, SC, Senior Management and Company Secretary's:
  - appointments and removals
  - composition
  - performance evaluation and development
  - fit and proper assessments
- (ii) establish and regularly review succession plans for the Board, SC, Senior Management and Company Secretary as and when appropriate.

##### **(d) Activities**

The BNC carried out its duties in accordance with its TOR.

The BNC met nine (9) times during the financial year ended 31 December 2020 with timely notices of issues to be discussed. Details of the attendance of each BNC member are as follows:

**Corporate Governance (continued)****7. Nominations and Remuneration Committees (continued)****Board Nominations Committee (BNC) (continued)****(d) Activities (continued)**

<b>Director</b>	<b>Attendance</b>
Ezamshah bin Ismail	9/9
Mazidah binti Abdul Malik	9/9
Datuk Yunos bin Abd Ghani (Resigned w.e.f. 29 December 2020)	8/9
Lilian Ng Lup-Yin	9/9
Md Tajuddin bin Md Isa (Retired w.e.f. 11 December 2020)	7/8

The BNC reviewed the membership of the Board, the professional qualifications and experience of the Directors and was satisfied that the Board composition in terms of size, the balance between executive, non-executive and independent Directors and mix of skills are adequate. The BNC also reviewed the performance of the Board against its TOR and was satisfied that the Board was competent and effective in discharging its function.

In addition, the BNC reviewed the membership of the SC and performance assessment of SC and was satisfied that the SC composition in term of size, mix of skills and qualifications is adequate and in line with the expectation set out in the SGF.

The BNC also reviewed its TOR, the list of Key Responsible Person (KRP), Senior Officers and OMRT, the fit of proper declaration of the CEO, Senior Officers, and the Company Secretary as well as their performance evaluation. KRP refers to Directors, members of SC, CEO and Senior Officers.

Additionally, the BNC also reviewed the appointments and re-appointments of SC members and Board members as well as the reappointment of Appointed Actuary.

**Board Remuneration Committee (BRC)**

The BRC is chaired by an independent director and comprises:

<b>No.</b>	<b>Name</b>	<b>Designation</b>
1	Mazidah binti Abdul Malik	Chairman, Independent Non-Executive Director
2	Ezamshah bin Ismail	Member, Independent Non-Executive Director
3	Datuk Yunos bin Abd Ghani (Resigned w.e.f. 29 December 2020)	Member, Non-Independent Non-Executive Director
4	Md Tajuddin bin Md Isa (Retired w.e.f. 11 December 2020)	Member, Independent Non-Executive Director
5	Rossana Annizah binti Ahmad Rashid (Appointed w.e.f. 28 December 2020)	Member, Non-Independent Non-Executive Director

## **Corporate Governance (continued)**

### **7. Nominations and Remuneration Committees (continued)**

#### **Board Remuneration Committee (BRC) (continued)**

##### **Secretary**

The Secretary to the BRC shall be any person nominated by the BRC.

##### **(a) Authority**

The BRC is authorised by the Board to provide a formal and transparent procedure for developing a remuneration policy for Directors, SC, CEO, Senior Officers and OMRT and ensuring that their compensation is competitive and consistent with the takaful operator's culture, objectives and strategies.

##### **(b) Meetings**

Meetings shall normally be scheduled at least once a year to deliberate on the above responsibilities. The Chairman of the BRC may call for additional meeting(s) to examine and consider matters related to its responsibilities as the BRC deems necessary.

The quorum for a meeting of the BRC shall be a majority of the at least two (2) of the BRC members. The Chairman shall have the right to invite such other persons, whether within the Company or not, to attend as necessary.

##### **(c) Roles and Responsibilities of the BRC**

The functions of the BRC include:

- (i) supporting the Board in actively overseeing the design and operation of the Company's remuneration system including recommend to the Board a framework and policies governing the remuneration and specific remuneration packages for Directors, SC, CEO, Senior Officers and OMRT.
- (ii) periodically review (not less than once in every 3 years) the compensation of Directors, particularly on whether compensation remains appropriate to each Director's contribution, taking into account the level of expertise, commitment and responsibilities undertaken.

## **Corporate Governance (continued)**

### **7. Nominations and Remuneration Committees (continued)**

#### **Board Remuneration Committee (BRC) (continued)**

##### **(d) Design and Structure of the Remuneration System**

The objective of the Company's remuneration system is to facilitate the achievement of business targets and objectives. Central to this is the need to ensure that the business can attract, retain and motivate the necessary caliber of talent required to fully deliver the business objectives based on good governance, guided by Bank Negara Malaysia's Guideline on Corporate Governance, in compliance to all relevant Shariah principles and without exceeding the tolerated risk level.

The remuneration policy therefore is flexible enough to respond to employment market changes, enhances a team-based culture, supports the Company's values and delivers competitive reward which commensurate with the level of business, team and individual performances.

The foundation of this policy is "Pay for Performance" philosophy which encourages delivery of superior performance against clearly stated goals. It focuses not just on "What" to deliver but also "How" it is delivered, with reference to the Company's PURPOSE to help people get the most out of life.

This policy is delivered via a Total Compensation approach to remuneration and rewards. There are several components in this including base salary and allowances, discretionary short-term and long-term incentives awards and various benefits and perquisites.

Base salary and allowances commensurate with individual's role, responsibilities and experience, taking into consideration the market rates for similar roles in the industry where appropriate.

The short-term incentive is discretionary and determined annually, taking into account individual and company performance. The extent to which area of performance affects the overall incentive payout depends on the role and responsibilities of each employee, reflects the criticality of the individual's contribution, and combining both financial and non-financial metrics.

For longer-term performance, the Company's long-term incentive plan incentivises individual contribution to the business' long-term value and aim to reward past, present and anticipated business performance.

**Corporate Governance (continued)****7. Nominations and Remuneration Committees (continued)****Board Remuneration Committee (BRC) (continued)****(d) Design and Structure of the Remuneration System (continued)**

Under this plan, the discretionary awards are determined by way of benchmarking to share price of an affiliated company to create an alignment of interest with our shareholders and to promote a culture of ownership. Award under this plan will vest after a prescribed period based on continued employment in the Company throughout that period. The level of award for this plan is based on the criticality of the individual's position and the performance and contribution of the individual over the period of the award.

Benefits and perquisites are the other components created to support this remuneration system in the Company for the wellbeing of staff and their families. The range of benefits and perquisites offered, including health and wellness benefits, protection and security benefits, retirement benefits etc. are to cater for groups and individual circumstances and are competitive within the market.

**(e) Activities**

The BRC carried out its duties in accordance with its TOR.

The BRC met seven (7) times during the financial year ended 31 December 2020 with timely notices of issues to be discussed. Details of the attendance of each BRC member are as follows:

<b>Director</b>	<b>Attendance</b>
Mazidah binti Abdul Malik	7/7
Ezamshah bin Ismail	7/7
Datuk Yunos bin Abd Ghani (Resigned w.e.f. 29 December 2020)	7/7
Md Tajuddin bin Md Isa (Retired w.e.f. 11 December 2020)	7/7
Rossana Annizah binti Ahmad Rashid (Appointed w.e.f. 11 December 2020)	N/A

The BRC reviewed the remuneration of the Non-Executive Director and Independent Director to ensure that it reflects the experience, level of responsibilities undertaken and linked their contribution to the effective functioning of the Board. The details of their remuneration are set out in Note 25.

The BRC also reviewed the remuneration of the Senior Management for their purpose of their appointment or re-appointment to ensure that it is align with the Company remuneration policy.

**Corporate Governance (continued)****7. Nominations and Remuneration Committees (continued)****Board Remuneration Committee (BRC) (continued)****(e) Activities (continued)**

Additionally, the BRC also reviewed the remuneration of SC members to ensure that it reflects the level of responsibilities undertaken and linked their contribution to the effective functioning of the SC.

Other reviews conducted by the BRC include the review of its TOR, Annual Incentive Bonus and Compensation Framework of the Company and training budget for the Directors and SC members.

**8. Public accountability**

As custodian of public funds, the Company's dealing with the public are always conducted fairly with integrity and honesty, and professionally.

**9. Financial reporting**

The Board takes responsibility for presenting a balanced and comprehensive assessment of the Company's operations and prospects each time it releases its annual financial statements to shareholders. The BAC assists by scrutinising the information to be disclosed, to ensure accuracy, adequacy and completeness.

**10. Shariah Committee (SC)**

The Company is advised by SC. The SC members shall be appointed by the Board upon the recommendation of the BNC. The number of SC members must not be less than five (5), the majority of whom must possess strong knowledge in Shariah and backed by the appropriate qualifications in that area.

The members of the SC are as follows:

No.	Name	Designation
1	Dr. Abdullaah bin Jalil	Chairman
2	Wan Rumaizi bin Wan Husin	Member
3	Dr. Ahmad Zaki bin Salleh	Member
4	Prof. Datuk Dr. Syed Othman bin Syed Hussin Alhabshi	Member
5	Dr. Mohd Fuad bin Md Sawari (Resigned w.e.f. 30 June 2020)	Member
6	Dr. Sa'id Adekunle Mikail (Appointed w.e.f. 1 July 2020)	Member



## **Corporate Governance (continued)**

### **10. Shariah Committee (SC) (continued)**

#### **Secretary**

The Secretary to the SC is Shariah Secretariat & Research, Shariah Department.

#### **(a) Authority**

Duties, Responsibilities and Accountability of the SC are as follows:

- (i) The SC is expected to understand in the course of discharging the duties and responsibilities as a SC member, they are responsible and accountable for all Shariah decisions, opinions and views provided by them;
- (ii) The SC is expected to advise the Company's Board and provide input to the Company on Shariah matters in order for the Company to comply with Shariah principles at all times;
- (iii) The SC is expected to endorse Shariah policies and procedures prepared by the Company and to ensure that the contents do not contain elements which are not in line with Shariah principles;
- (iv) The SC is expected to ensure that the products of the Company comply with Shariah principles, the SC must approve:
  - The terms and conditions contained in the forms, contracts, agreements or other legal documentations used in executing the transactions; and
  - The product manual, marketing advertisements, sale illustrations and brochures used to describe the product;
- (v) The SC is responsible to assess the work carried out by GwIA and Shariah review team for Shariah audit and Shariah reviews to ensure compliance with Shariah matters which form part of their assessment of Shariah compliance and assurance information in the annual report;
- (vi) Legal counsel, auditor or consultant of the Company may seek advice on Shariah matters from the SC and the SC is expected to provide the necessary assistance to the requesting part;
- (vii) The SC may advise the Company to consult the Shariah Advisory Council of BNM (SAC BNM) on Shariah matters that needed further and appropriate guidance. The SC is required to provide written Shariah opinions in circumstances where the Company make reference to SAC BNM for further deliberation, or where the Company submits applications to BNM for new product approval;

**Corporate Governance (continued)****10. Shariah Committee (SC) (continued)****(a) Authority (continued)**

- (viii) With regards to the Shariah Review exercise, the SC shall have the authority to identify issues with reference to the Shariah Review Report and where appropriate, to propose corrective measures. Accordingly, the final determination and confirmation as to the compliance status (i.e. whether compliant to Shariah or otherwise) shall be within the power and authority of the SC; and
- (ix) For the zakat asnaf, we confirmed that the Company has distributed accordingly to the eligible recipients as guided by 'Zakat and Charity Manual of Prudential BSN Takaful Berhad' that was approved by the SC of the Company.

**(b) Meetings**

The minimum quorum of a SC meeting shall be attendance of majority members. Further, majority of attending members must be members with Shariah background. In the event that the Chairman of the SC is unable to attend the meeting, the members shall elect one (1) member among themselves to become the Alternate Chairman to preside over the meeting.

The SC met eleven (11) times during the financial year ended 31 December 2020 with timely notices of issues to be discussed. Details of the attendance of each SC member are as follows:

<b>Name</b>	<b>Attendance</b>
Dr. Abdullaah bin Jalil (Chairman)	11/11
Wan Rumaizi bin Wan Husin	11/11
Dr. Ahmad Zaki bin Salleh	11/11
Prof. Datuk Dr. Syed Othman bin Syed Hussin Alhabshi	11/11
Dr. Mohd Fuad bin Md Sawari (Resigned w.e.f. 30 June 2020)	6/6
Dr. Sa'id Adekunle Mikail (Appointed w.e.f. 1 July 2020)	5/5

## **Other statutory information**

Before the financial statements of the Company were made out, the Directors took reasonable steps to ascertain that:

1. all known impaired debts have been written off and adequate provision made for doubtful debts;
2. any current assets which were unlikely to be realised in the ordinary course of business have been written down to an amount which they might be expected so to realise; and
3. there is adequate provision for incurred claims, including Incurred But Not Reported (IBNR) claims.

At the date of this report, the Directors are not aware of any circumstances:

1. that would render the amount written off for impaired debts or the amount of the provision for doubtful debts in the Company inadequate to any substantial extent, or
2. that would render the value attributed to the current assets in the financial statements of the Company misleading, or
3. which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Company misleading or inappropriate, or
4. not otherwise dealt with in this report or the financial statements that would render any amount stated in the financial statements of the Company misleading; or
5. that would render the provision for incurred claims, including IBNR, inadequate to any substantial extent.

At the date of this report, there does not exist:

1. any charge on the assets of the Company that has arisen since the end of the financial year and which secures the liabilities of any other person; or
2. any contingent liability in respect of the Company that has arisen since the end of the financial year.

No contingent liability or other liability of the Company has become enforceable, or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may substantially affect the ability of the Company to meet its obligations as and when they fall due.

For the purpose of this paragraph, contingent or other liabilities do not include liabilities arising from certificates of takaful underwritten in the ordinary course of business of the Company.

## Prudential BSN Takaful Berhad

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### Other statutory information (continued)

Before the income statement and statement of financial position of the Company were made out, the Directors took reasonable steps to ascertain that there was adequate provisions for its takaful liabilities in accordance with the valuation methods specified in Part B of the Risk Based Capital Framework for Takaful Operators.

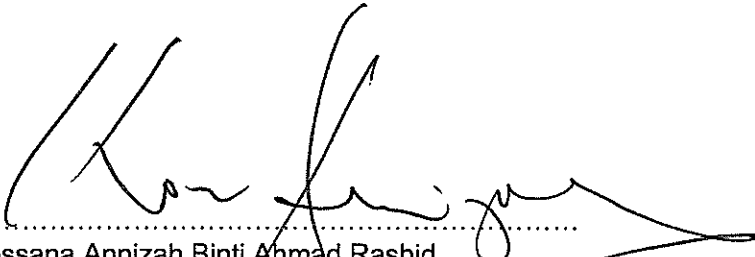
In the opinion of the Directors, the financial performance of the Company for the financial year ended 31 December 2020 has not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.


#### Auditors

The auditors, Messrs KPMG PLT have indicated their willingness to accept re-appointment.

The auditors' remuneration is disclosed in Note 24 to the financial statements.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:

x   
.....  
Rossana Annizah Binti Ahmad Rashid

  
.....  
Lilian Ng Lup-Yin

Date: 11 February 2021

## Shariah Committee's Report

*In the name of Allah, the most Beneficent, the most Merciful*

In compliance with our letter of appointment, we are required to submit the following report:

In carrying out the roles and responsibilities of Prudential BSN Takaful Berhad's Shariah Committee as prescribed in the Shariah Governance Policy Document for Islamic Financial Institutions issued by Bank Negara Malaysia and in accordance with our letter of appointment, we hereby provide our report for the financial year ended 31 December 2020.

We, the members of the Prudential BSN Takaful Berhad's Shariah Committee are responsible to advise the Board in the oversight and management of Shariah matters in the business implementation. Among others, our main responsibility and accountability is to assist the Board in ensuring that Prudential BSN Takaful Berhad's business does not have elements/activities that contravene the Shariah. In undertaking our duties, we shall adhere to the decisions and views of the Shariah Advisory Council of the relevant Malaysian financial regulators.

We had eleven (11) meetings during the financial year where we have reviewed products, transactions, services, processes and documents of Prudential BSN Takaful Berhad. In performing our roles and responsibilities, we have obtained all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that Prudential BSN Takaful Berhad has not violated Shariah principles and complied with the Shariah rulings, decisions and conditions made by us.

We have also assessed the work carried out by Shariah review and Shariah audit which included examining, on a test basis, each selected type of transaction, the relevant documentation and procedures adopted by Prudential BSN Takaful Berhad. The reports were deliberated in our meetings to confirm that Prudential BSN Takaful Berhad has complied with the rulings issued by the Shariah Advisory Council of Bank Negara Malaysia, Shariah Advisory Council of Securities Commission (for Capital Market related matters) as well as our decisions.

The internal Shariah governance functions are augmented by written policies and procedures, the establishment of an organisational structure that provides an appropriate and well-defined division of responsibility and the communication of Shariah policies and guidelines of business conduct to all staff of the Company. We have always emphasised the importance of applying the highest standard of governance processes and have developed a system of monitoring and internal reporting which provides us the avenue to evaluate the level of prudence in accordance with the duties and responsibilities of the Company in the management of participants' takaful plans as well as all the relevant funds. Based on the proactive disclosures provided by the management which is facilitated by the Shariah risk function, appropriate preventive measures approved by the Shariah Committee and the Board of Directors have been put in place and reported to Bank Negara Malaysia in accordance with the Shariah non-compliance reporting requirement prescribed by the Islamic Financial Services Act 2013.

## Shariah Committee's Report (continued)

The success of the Shariah Non-Compliance reporting requirement greatly depends on the ability of the staff at all relevant levels to identify whether a matter or incident has any potential element of Shariah non-compliance and in view of this, various internal discussions and trainings have been carried out mainly with the Risk Coordinators and Compliance Champions from all the departments in Prudential BSN Takaful Berhad. Having clear classifications in the Shariah Non-compliance reporting manual enables a more structured identification process. We have exercised the authority to make the final decision on each of the incidents reported to us. The Shariah non-compliant classifications as stated in the said policy are as follows:

- Classification 1: The existence of elements that lead to the construction of an invalid contract.

A contract may be lawful in its substance but unlawful in its attributes. The substance refers to the offer and acceptance, the subject matter and the contracting parties, while the attributes refer to the necessary conditions. An invalid contract may have the essential elements but does not fulfil all the necessary conditions. It violates the Shariah pillars, rules or conditions of a contract; for example, the subject matter is a prohibited item. These elements comprise the intrinsic elements which result in an invalid contract.

- Classification 2: The existence of any prohibited elements or any element that causes the contract to be defective even when the same does not lead to invalidity of the contract.

For example, a contract may also be invalidated by any extrinsic elements that involve *gharar faḥīsh* (major uncertainty) or *maysir* (gambling) or other relevant factors. Excessive uncertainty which will lead to probable loss to one of the contracting parties, would come under this category.

- Classification 3: Breach of the takaful operator's fiduciary duty pertaining to its role as a *wakil* (manager) or a *muḍarib* (entrepreneur), as the case may be.

The duties and responsibilities of the Company as a takaful operator lie in its contractual obligations undertaken with the takaful participants to be the agent that manages the takaful fund as per the agreed terms. The Company shall exercise its liabilities and duties as explicitly stipulated in the contracts and in accord with market practice. Therefore, it is crucial to understand the fiduciary duties pertaining to the roles of the takaful operator particularly towards its takaful participants.

- Classification 4: Failure to comply with the Shariah resolutions.

It is pertinent to ensure that the Shariah resolutions of the Shariah Committee and the resolutions of the Shariah Advisory Council of Bank Negara Malaysia and Shariah Advisory Council of Securities Commission of Malaysia are always complied with. The Company must properly demonstrate compliance with the conditions laid down in the resolutions of the Shariah Committee. The resolutions of Shariah Committee are incorporated in departmental Standard Operating Procedures; and when a resolution is breached, the incident shall also be classified as a breach of internal Shariah requirements or policies under Classification 6.

## Shariah Committee's Report (continued)

- Classification 5: Failure to comply with regulatory provisions relating to Shariah such as Bank Negara Malaysia Policy Documents on Shariah contracts.

As a regulated entity, the takaful operator must comply with various regulatory provisions, and these regulatory provisions may not deal directly with Shariah concerns. Failure to adhere to general requirements would be addressed under Classification 3 above. Under this classification, the regulatory provisions in question are those that deal directly with Shariah, particularly the Bank Negara Malaysia Policy Documents on Shariah contracts.

- Classification 6: Failure to comply with internal Shariah requirements or policies.

In ensuring end-to-end Shariah compliance, comprehensive Shariah policies, both procedural and substantive, must be put in place. Needless to say, all relevant regulatory provisions and Shariah resolutions should be incorporated into internal policies to ensure that the requirements are well embedded in the day-to-day business implementation.

- Classification 7: Other governance or practical instances that may lead to Shariah non-compliance.

It is pertinent to ensure the provisions and requirements of the Shariah Governance Policy Document of Bank Negara Malaysia are being adhered to.

During the year 2020, numerous Shariah trainings and briefing sessions were held for both the staff and the distribution agents of the Company. All staff includes permanent and contract staff are required to pass the Fundamental of Shariah and Fundamental of Takaful. Both modules are mandatory, and the completion status has been tracked and monitored by Shariah Department. As part of the effort to further inculcate Shariah compliance and awareness culture, in addition to the formal training, the Shariah Department has organised more than twenty (20) Islamic programs and activities for the staff throughout year 2020.

Prudential BSN Takaful agents are provided with a comprehensive learning and development program that covers Shariah and Takaful modules. Among the e-learning specific modules on Shariah and Takaful concept are the Fundamental of Shariah, Fundamental of Takaful and Takaful Refresher. Fundamental of Shariah and Fundamental of Takaful are mandatory Takaful e-learning modules to be completed by new Takaful agents which form part of the agents' mandatory twenty (20) hours Continuing Professional Development (CPD) completion as required by Malaysian Takaful Association (MTA). Furthermore, there were twenty-one (21) online Shariah and Takaful classroom sessions conducted by Shariah Department and Trainers for Prudential BSN Takaful Berhad's Bank Partners' marketing force.

The management of Prudential BSN Takaful Berhad is responsible for ensuring that the Company conducts its business in accordance with Shariah principles. It is our responsibility to form an independent opinion, based on our review of the operations of Prudential BSN Takaful Berhad, and to report to you.

**Shariah Committee’s Report (continued)**

Based on the internal and external controls that have been put in place, in our opinion and to the best of our knowledge, Prudential BSN Takaful Berhad has complied with all relevant Shariah rules and principles.

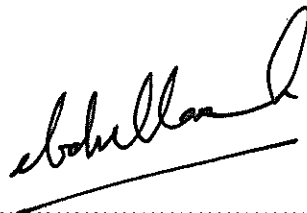
We have also reviewed the financial statements of Prudential BSN Takaful Berhad and confirm that the financial statements are in compliance with the Shariah rules and principles.

Based on the above, in our opinion:

1. We are of the view that the contracts, transactions and dealings entered into by Prudential BSN Takaful Berhad during the financial year ended 31 December 2020, including the management of the Participant Risk Fund, that we have reviewed, are in compliance with Shariah principles;
2. the allocation of profit and charging of losses relating to investment accounts conform to the basis that had been approved by us in accordance with Shariah principles;
3. all tainted earnings that have been realised from the disposal of an equity investment reclassified as Shariah non-compliant based on the Securities Commission’s updated list of Shariah-compliant securities, have been channelled to charitable causes; and
4. the calculation of zakat is in compliance with Shariah principles.

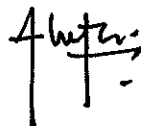
We, the members of the Shariah Committee of Prudential BSN Takaful Berhad, to the best of our knowledge and belief, do hereby confirm that the operations of Prudential BSN Takaful Berhad for the financial year ended 31 December 2020 have been conducted in conformity with Shariah principles.

On behalf of the Shariah Committee;



Chairman of the Shariah Committee: .....

Dr. Abdullaah Bin Jalil



Member of Shariah Committee: .....

Dr. Ahmad Zaki Bin Salleh

Kuala Lumpur,

Date: 11 February 2021



# Prudential BSN Takaful Berhad

(Company No. 200601020898 (740651-H))

(Incorporated in Malaysia)

## Statements of financial position as at 31 December 2020

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Takaful operator RM'000	Family takaful fund RM'000
<b>Assets</b>				
Property and equipment	29,278	-	33,475	-
Right-of-use assets	76,465	-	82,498	-
Intangible assets	130,211	-	106,262	-
Investments	349,037	4,374,000	364,823	3,037,394
Retakaful assets	-	39,036	-	31,117
Trade and other receivables	199,779	49,490	228,171	36,585
Cash and cash equivalents	120,067	90,434	31,248	493,909
<b>Total assets</b>	<b>904,837</b>	<b>4,552,960</b>	<b>846,477</b>	<b>3,599,005</b>
<b>Equity</b>				
Capital	100,000	-	100,000	-
Reserves	378,223	-	327,215	-
<b>Total equity</b>	<b>478,223</b>	<b>-</b>	<b>427,215</b>	<b>-</b>
<b>Liabilities</b>				
Participants' fund	-	4,195,971	-	3,250,278
Takaful contract liabilities	-	118,461	-	89,955
Provision for wakalah fees	58,068	-	42,088	-
Takaful payables	-	10,513	-	6,414
Trade and other payables	288,074	188,069	291,872	238,924
Lease liabilities	77,379	-	81,424	-
Current tax liabilities	669	11,247	1,859	2,740
Deferred tax liabilities	2,424	28,699	2,019	10,694
<b>Total liabilities</b>	<b>426,614</b>	<b>4,552,960</b>	<b>419,262</b>	<b>3,599,005</b>
<b>Total equity and liabilities</b>	<b>904,837</b>	<b>4,552,960</b>	<b>846,477</b>	<b>3,599,005</b>

The accompanying notes on pages 44 to 108 form an integral part of the financial statements.



**Statement of profit or loss and other comprehensive income for the financial year ended  
31 December 2020 (continued)**

	Note	2020		2019		
		Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Takaful operator RM'000	Family takaful fund RM'000
Surplus sharing to takaful operator	11(i)	-	(91,750)	-	-	-
Wakalah fee expense	18	-	(762,826)	-	-	(63,000)
Management expenses	24	(367,330)	-	(367,330)	(328,362)	-
Commission expenses		(411,688)	-	(411,688)	(370,028)	(370,028)
Increase in provision for wakalah fees	13	(15,980)	-	(15,980)	(2,020)	(2,020)
Other operating expenses	22(ii)	(8,774)	(5,101)	(13,875)	(9,957)	(2,636)
<b>Other expenses</b>		<b>(803,772)</b>	<b>(859,677)</b>	<b>(808,873)</b>	<b>(710,367)</b>	<b>(713,003)</b>
Surplus attributable to participants before taxation		-	967,713	-	-	662,387
Tax expense attributable to participants	26	-	(29,222)	(29,222)	-	(11,513)
Surplus distributed to participants	11(i)	-	(9,155)	(9,155)	-	(13,077)
<b>Net surplus attributable to participants</b>		<b>-</b>	<b>(929,336)</b>	<b>(929,336)</b>	<b>-</b>	<b>(637,797)</b>
Profit before zakat and taxation		76,045	-	76,045	74,633	74,633
Zakat		(5,040)	-	(5,040)	(3,591)	(3,591)
Tax expense	26	(19,997)	-	(19,997)	(21,543)	(21,543)
<b>Net profit for the year and total comprehensive income for the year</b>		<b>51,008</b>	<b>-</b>	<b>51,008</b>	<b>49,499</b>	<b>49,499</b>

The accompanying notes on pages 44 to 108 form an integral part of the financial statements.

**Statement of changes in equity for the financial year ended 31 December 2020**



	Takaful operator Share capital (Note 10)	Takaful operator Revaluation reserves	Takaful operator	Family takaful fund	Company	Total equity
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>At 1 January 2019</b>	100,000	1,925	275,791	-	275,791	377,716
Net profit and total comprehensive income for the year	-	-	49,499	-	49,499	49,499
<b>At 31 December 2019/1 January 2020</b>	100,000	1,925	325,290	-	325,290	427,215
Net profit and total comprehensive income for the year	-	-	51,008	-	51,008	51,008
<b>At 31 December 2020</b>	100,000	1,925	376,298	-	376,298	478,223

The accompanying notes on pages 44 to 108 form an integral part of the financial statements.

**Statement of cash flows for the financial year ended 31 December 2020**

	Note	2020 RM'000	2019 RM'000
<b>Cash flows from operating activities</b>			
Profit before zakat and taxation		76,045	74,633
Adjustments for:			
Depreciation on property and equipment	3	3,764	4,229
Depreciation of right-of-use assets	4	6,236	4,451
Intangible assets and property and equipment written off	3,5	391	1,288
Reversal of provisions of intangible assets and property and equipment	3,5	7,696	5,159
Amortisation of intangible assets	5	19,641	9,695
Investment income	19	(93,592)	(81,165)
Realised (gains)/losses on disposal of investments	20	(75,783)	15,981
Fair value gains on investments	21	(225,943)	(125,209)
Increase in provision for wakalah fee	13	15,980	2,020
Loss from operations before changes in operating asset and liabilities		(265,565)	(88,918)
Increase in family takaful fund		945,327	647,790
Increase in retakaful asset		(7,919)	(15,833)
Increase in trade and other receivables		(35,734)	(33,036)
Increase in takaful contract liabilities		28,506	10,492
Increase/(Decrease) in takaful payables		4,099	(6,165)
Increase in trade and other payables		27,582	47,976
Tax refund		7,148	-
Tax paid		(30,639)	(23,830)
<b>Net cash generated from operating activities</b>		<b>672,805</b>	<b>538,476</b>
<b>Cash flows from investing activities</b>			
Investment in intangible assets	5	(49,870)	(39,953)
Investment income received		86,337	78,576
Proceeds from maturity/disposal of investments	6(b)	33,583,703	22,990,824
Proceeds from disposal of property and equipment	3	247	256
Purchase of property and equipment	3	(1,621)	(13,575)
Purchase of investments	6(b)	(34,602,431)	(23,483,598)
<b>Net cash used in investing activities</b>		<b>(983,635)</b>	<b>(467,470)</b>
<b>Cash flows from financing activities</b>			
Payment of lease liabilities	4	(3,826)	(116)
<b>Net cash used in financing activities</b>		<b>(3,826)</b>	<b>(116)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(314,656)</b>	<b>70,890</b>
<b>Cash and cash equivalents at 1 January</b>		<b>525,157</b>	<b>454,267</b>
<b>Cash and cash equivalents at 31 December</b>		<b>210,501</b>	<b>525,157</b>
<b>Cash and cash equivalents comprise:</b>			
Cash and bank balances			
- Takaful operator	9	120,067	31,248
- Family takaful fund	9	90,434	493,909
		<b>210,501</b>	<b>525,157</b>

The accompanying notes on pages 44 to 108 form an integral part of the financial statements.

## Notes to the financial statements

Prudential BSN Takaful Berhad is a public limited liability company, incorporated and domiciled in Malaysia. The address of the principal place of business and registered office of the Company are as follows:

Level 13, Menara Prudential  
Persiaran TRX Barat  
55188 Tun Razak Exchange  
Kuala Lumpur

The financial statements of the Company as at and for the financial year ended 31 December 2020 do not include other entities.

The Company is principally engaged in the underwriting of family takaful business which includes investment-linked business and investment of funds. There has been no significant change in the principal activities during the financial year.

The Company is a subsidiary of Bank Simpanan Nasional, a bank incorporated under the Bank Simpanan Nasional Act, 1974 and domiciled in Malaysia.

The financial statements were authorised for issue by the Board of Directors on 11 February 2021.

### 1. Basis of preparation

#### (a) Statement of compliance

The financial statements of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards (IFRS) and the requirements of Companies Act 2016 in Malaysia.

A Takaful Operator is required to present consolidated financial statements for itself and the Takaful funds it manages and controls in accordance with the requirements of MFRS 10, Consolidated Financial Statements. The statements of financial position and the statements of profit or loss and other comprehensive income of the Takaful Operator and Family Takaful Fund are supplementary financial information presented in accordance with the requirements of BNM and Islamic Financial Services Act 2013 in Malaysia to segregate assets, liabilities, income and expenses of Takaful funds from its own. The statements of financial position and profit or loss and other comprehensive income of the Takaful Operator include only assets, liabilities, income and expenses of the Takaful Operator, excluding the Takaful funds managed by it. The statements of financial position and profit or loss and other comprehensive income of the Family Takaful Fund include only the assets, liabilities, income and expenses of the Family Takaful Fund that is set up, managed and controlled by the Takaful Operator.

## 1. Basis of preparation (continued)

### (a) Statement of compliance (continued)

In preparing the Company-level financial statements, the balances and transactions of the Takaful Operator are amalgamated and combined with those of the takaful funds. Interfund assets and liabilities, income and expenses relating to transactions between the funds are eliminated in full during amalgamation. The accounting policies adopted for the Takaful Operator and takaful funds are uniform for like transactions and events in similar circumstances.

The takaful funds are consolidated and amalgamated from the date of control and continue to be consolidated until the date such control ceases which occur when the Company's license to manage takaful business is withdrawn or surrendered.

The following are accounting standards, amendments and interpretations of the MFRSs that have been issued by the Malaysian Accounting Standards Board ("MASB") but have not been adopted by the Company:

#### ***MFRSs, Interpretations and amendments effective for annual periods beginning on or after 1 June 2020***

- (i) Amendment to MFRS 16, *Leases – Covid-19-Related Rent Concessions*

#### ***MFRSs, Interpretations and amendments effective for annual periods beginning on or after 1 January 2021***

- (i) Amendments to MFRS 9, *Financial Instruments*, MFRS 139, *Financial Instruments: Recognition and Measurement*, MFRS 7, *Financial Instruments: Disclosures*, MFRS 4, *Insurance Contracts* and MFRS 16, *Leases – Interest Rate Benchmark Reform – Phase 2*

#### ***MFRSs, Interpretations and amendments effective for annual periods beginning on or after 1 January 2022***

- (i) Amendments to MFRS 1, *First-time Adoption of Malaysian Financial Reporting Standards (Annual Improvements to MFRS Standards 2018–2020)*
- (ii) Amendments to MFRS 3, *Business Combinations - Reference to the Conceptual Framework*
- (iii) Amendments to MFRS 9, *Financial Instruments (Annual Improvements to MFRS Standards 2018–2020)*
- (iv) Amendments to Illustrative Examples accompanying MFRS 16, *Leases (Annual Improvements to MFRS Standards 2018–2020)*
- (v) Amendments to MFRS 116, *Property, Plant and Equipment - Proceeds before Intended Use*
- (vi) Amendments to MFRS 137, *Provisions, Contingent Liabilities and Contingent Assets–Onerous Contracts–Cost of Fulfilling a Contract*
- (vii) Amendments to MFRS 141, *Agriculture (Annual Improvements to MFRS Standards 2018–2020)*

## 1. Basis of preparation (continued)

### (a) Statement of compliance (continued)

#### *MFRSs, Interpretations and amendments effective for annual periods beginning on or after 1 January 2023*

- (i) MFRS 17, *Insurance Contracts*
- (ii) Amendments to MFRS 101, *Presentation of Financial Statements - Classification of Liabilities as Current or Non-current*

#### *MFRSs, Interpretations and amendments effective for annual periods beginning on or after a date yet to be confirmed*

- (i) Amendments to MFRS 10, *Consolidated Financial Statements* and MFRS 128, *Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Company plans to apply the abovementioned accounting standards, amendments and interpretations as follows:

- (i) from the annual period beginning on 1 January 2021 for the amendment that is effective for annual periods beginning on or after 1 June 2020.
- (ii) from the annual period beginning on 1 January 2021 for the accounting standard that is effective for annual periods beginning on or after 1 January 2021 except for MFRS 9, the Company has elected to apply the temporary exemption.
- (iii) from the annual period beginning on 1 January 2022 for those amendments that are effective for annual periods beginning on or after 1 January 2022 except for amendments to MFRS1, MFRS 3, MFRS 9 and MFRS 141 which are not applicable to the Company.
- (iv) from the annual period beginning on 1 January 2023 for the accounting standard and amendments that are effective for annual periods beginning on or after 1 January 2023.

#### **MFRS 9, *Financial Instruments***

The Company has elected to apply the temporary exemption from MFRS 9 and extension of temporary exemption that permits, but does not require, the Company to apply MFRS 139, *Financial Instruments: Recognition and Measurement* rather than MFRS 9 for its annual periods beginning before 1 January 2023. A takaful operator may apply the temporary exemption from MFRS 9 if:

- (i) it has not previously applied any version of MFRS 9 before; and
- (ii) its activities are predominantly connected with takaful on its annual reporting date that immediately precedes 1 April 2016.



**1. Basis of preparation (continued)**

**(a) Statement of compliance (continued)**

**MFRS 9, *Financial Instruments (continued)***

The Company has not adopted MFRS 9 as of the date of this financial statements. The Company has performed an assessment and concluded that it qualifies for the temporary exemption from MFRS 9 under the Amendments to MFRS 4, as the majority of its liabilities are primarily related to the underwriting of the family takaful business. The percentage of the total carrying amount of the Company's liabilities connected with takaful relative to the total carrying amount of its liabilities is approximately 90%.

Based on the initial assessment undertaken by the Company, the following are the designation and valuation of the financial assets if MFRS 9 was adopted at the beginning of the reporting period. The estimated impact on initial application is based on assessment undertaken to date and the actual impacts of adopting the standard may change.

For the financial assets measured at fair value through profit or loss (FVTPL), the changes in fair value during the year is disclosed in Note 6(b) of the financial statements. As for the financial assets measured at amortised cost (AC), the carrying value approximates its fair value.

			Carrying amounts	Carrying amounts	Changes in carrying amounts
			1.1.2020	31.12.2019	
Classification under			RM'000	RM'000	RM'000
	MFRS 139	MFRS 9			
<b>Investments</b>					
Malaysian government investment issue	Held for Trading (HFT)	FVTPL	159,465	159,465	-
Islamic debt securities	HFT	FVTPL	1,310,279	1,310,279	-
Equity securities	HFT	FVTPL	1,442,777	1,442,777	-
Unit trust funds	HFT	FVTPL	136,338	136,338	-
Deposits with financial institutions	AC	AC	351,295	351,295	-
<b>Retakaful receivables</b>	AC	AC	31,117	31,117	-
<b>Trade and other</b>					
<b>receivables</b>	AC	AC	85,829	85,829	-
<b>Cash and cash</b>					
<b>equivalents</b>	AC	AC	525,157	525,157	-
<b>Total financial assets</b>			<b>4,042,257</b>	<b>4,042,257</b>	<b>-</b>

**MFRS 17, *Insurance Contracts***

MFRS 17 was issued by MASB in August 2017. The standard will replace the existing MFRS 4 and establishes the principles for recognition, measurement, presentation and disclosure of insurance contracts. The Company is currently assessing the financial impact of adopting MFRS 17.

## 1. Basis of preparation (continued)

### (b) Basis of measurement

The financial statements have been prepared on the historical cost basis other than as disclosed in Note 2.

### (c) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia (RM), which is the Company's functional currency. All financial information is presented in RM and has been rounded to the nearest thousand, unless otherwise stated.

### (d) Use of estimates and judgements

The preparation of financial statements in conformity with MFRSs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

- (i) Note 2(f) and Note 26 - Income tax
- (ii) Note 2(i) - Impairment
- (iii) Note 2(m) - Provision for wakalah fee/ISA and PUA financing
- (iv) Note 2(s)(iii) and (iv) - Provision for outstanding claims and actuarial reserves

## 2. Significant accounting policies

The accounting policies set out below have been applied consistently to the periods presented in these financial statements, unless otherwise stated.

### (a) Property and equipment

#### (i) Recognition and measurement

Items of property and equipment are measured at cost/valuation less any accumulated depreciation and any accumulated impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset and any other costs directly attributable to bringing the asset to working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. The cost of self-constructed assets also includes the cost of materials and direct labour.

## 2. Significant accounting policies (continued)

### (a) Property and equipment (continued)

#### (i) Recognition and measurement (continued)

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When significant parts of an item of property and equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment.

The gain or loss on disposal of an item of property and equipment is determined by comparing the proceeds from disposal with the carrying amount of property and equipment and is recognised net within "other operating income" and "other operating expenses" respectively in profit or loss.

The Company adopted the revaluation model for property comprising land and building. The Company revalues its property comprising land and building every three years and at shorter intervals whenever the fair value of the revalued assets is expected to differ materially from their carrying value.

The revalued amounts of property are determined by using the Comparison Method. The Comparison Method entails comparing the property with comparable property which have been sold/let or are being offered for sale/to let and making adjustments for factors which affect value such as location and accessibility, market conditions, size and restriction if any and other relevant characteristics.

Valuation of property involves a degree of judgement before arriving at the respective property's revalued amount.

As such, the revalued amount of the property may be different from its actual market price. Surpluses arising from revaluation are dealt with in the revaluation reserve account. Any deficit arising is offset against the revaluation reserve to the extent of a previous increase for the same property. In all other cases, a decrease in carrying amount is recognised in profit or loss.

#### (ii) Subsequent costs

The cost of replacing a component of an item of property and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised to profit or loss. The costs of the day-to-day servicing of property and equipment are recognised in profit or loss as incurred.

**2. Significant accounting policies (continued)****(a) Property and equipment (continued)****(iii) Depreciation**

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed, and if a component has a useful life that is different from the remainder of that asset, then that component is depreciated separately.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property and equipment from the date that they are available for use. Property and equipment that are work-in-progress are not depreciated until the assets are ready for their intended use. The estimated useful lives for the current and comparative periods are as follows:

Building	50 years
Renovation	10 years or over lease period
Motor vehicles	5 years
Computer equipment	3 years
Office equipment, furniture and fittings	10 years

Depreciation methods, useful lives and residual values are reviewed at the end of the reporting period, and adjusted as appropriate.

**(b) Intangible assets****(i) Other intangible assets**

Intangible assets that are acquired or software developed other than purchased software as disclosed in Note 2(a)(i), which have finite useful lives, are measured at cost less any accumulated amortisation and any accumulated impairment losses.

**(ii) Subsequent expenditure**

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred.

**(iii) Amortisation**

Other intangible assets are amortised from the date that they are available for use. Amortisation is based on cost of an assets less its residual value. Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets.

The estimated useful lives for the current and previous periods are as follows:

Software development cost and computer software	3 - 10 years
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Amortisation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted, if appropriate.

**2. Significant accounting policies (continued)****(c) Leases****(i) Definition of a lease**

A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- (a) The contract involves the use of an identified asset - this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- (b) The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- (c) The customer has the right to direct the use of the asset. The customer has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the customer has the right to direct the use of the asset if either the customer has the right to operate the asset; or the customer designed the asset in a way that predetermines how and for what purpose it will be used.

At inception or on reassessment of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Company is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

**(ii) Recognition and initial measurement****As a lessee**

The Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset except for land is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

For the right of use assets related to leasehold land, the Company has adopted the revaluation model for property as declared in Note 2(a)(i).

**2. Significant accounting policies (continued)****(c) Leases (continued)****(ii) Recognition and initial measurement (continued)**

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the respective Company entities' incremental profit rate. Generally, the Company use its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments, including in-substance fixed payments less any incentives receivable;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee;
- The exercise price under a purchase option that the Company is reasonably certain to exercise; and
- Penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The Company excludes variable lease payments that linked to future performance or usage of the underlying asset from the lease liability. Instead, these payments, if any, are recognised in profit or loss in the period in which the performance or use occurs.

The Company has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

**(iii) Subsequent measurement****As a lessee**

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

**2. Significant accounting policies (continued)****(c) Leases (continued)****(iii) Subsequent measurement (continued)**

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a revision of in-substance fixed lease payments, or if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

**(d) Financial instruments****(i) Initial recognition and measurement**

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the Company becomes a party to the contractual provisions of the instrument.

A financial instrument is recognised initially, at its fair value plus, in the case of a financial instrument not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial instrument.

An embedded derivative is recognised separately from the host contract and accounted for as a derivative if, and only if, it is not closely related to the economic characteristics and risks of the host contract and the host contract is not categorised as fair value through profit or loss. The host contract, in the event an embedded derivative is recognised separately, is accounted for in accordance with policy applicable to the nature of the host contract.

**(ii) Financial instrument categories and subsequent measurement**

The Company categorises financial instruments as follows:

***Financial assets*****• *Financial assets at fair value through profit or loss***

Fair value through profit or loss category comprises financial assets that are held for trading, including derivatives (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument) or financial assets that are specifically designated into this category upon initial recognition.

Derivatives that are linked to and must be settled by delivery of unquoted equity instruments whose fair values cannot be reliably measured are measured at cost.

**2. Significant accounting policies (continued)**

**(d) Financial instruments (continued)**

**(ii) Financial instrument categories and subsequent measurement (continued)**

• ***Financial assets at fair value through profit or loss (continued)***

Financial assets categorised as fair value through profit or loss are subsequently measured at their fair values with the gain or loss recognised in profit or loss.

• ***Receivables, excluding takaful receivables***

Receivables category comprises debt instruments that are not quoted in an active market.

Financial assets categorised as receivables are subsequently measured at amortised cost using the effective profit method.

• ***Takaful receivables***

Takaful receivables are subsequently measured at amortised cost using the effective profit method.

Takaful receivables are derecognised when the derecognition criteria for financial assets, as described in Note 2(d)(iv), have been met.

All financial assets, except for those measured at fair value through profit or loss, are subject to review for impairment (see Note 2(i)(i)).

***Financial liabilities***

All financial liabilities are subsequently measured at amortised cost other than those categorised as fair value through profit or loss.

Fair value through profit or loss category comprises financial liabilities that are derivatives (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument) or financial liabilities that are specifically designated into this category upon initial recognition.

Derivatives that are linked to and must be settled by delivery of unquoted equity instruments whose fair values cannot be reliably measured are measured at cost.

Financial liabilities categorised as fair value through profit or loss are subsequently measured at their fair values with the gain or loss recognised in profit or loss.

**(iii) Regular way purchase or sale of financial assets**

A regular way purchase or sale is a purchase or sale of a financial asset under a contract whose terms require delivery of the asset within the time frame established generally by regulation or convention in the marketplace concerned.



**2. Significant accounting policies (continued)****(d) Financial instruments (continued)****(iii) Regular way purchase or sale of financial assets (continued)**

A regular way purchase or sale of financial assets is recognised and derecognised, as applicable, using trade date accounting. Trade date accounting refers to:

- the recognition of an asset to be received and the liability to pay for it on the trade date; and
- derecognition of an asset that is sold, recognition of any gain or loss on disposal and the recognition of a receivable from the buyer for payment on the trade date.

**(iv) Derecognition**

A financial asset or part of it is derecognised when, and only when the contractual rights to the cash flows from the financial asset expire or the financial asset is transferred to another party without retaining control or substantially all of the risks and rewards of ownership of the financial asset. On derecognition of a financial asset, the difference between the carrying amount and the sum of the consideration received (including any new asset obtained less any new liability assumed) and any cumulative gain or loss that had been recognised in equity is recognised in profit or loss.

A financial liability or a part of it is derecognised when, and only when, the obligations specified in the contract is discharged or cancelled or expires. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

**(e) Retakaful**

The Family Takaful funds (the fund) cede takaful risk in the normal course of business for all of 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.

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 funds 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 funds will receive from the retakaful operator. The allowance for impairment loss is accounted in profit or loss.

**2. Significant accounting policies (continued)****(e) Retakaful (continued)**

Gains or losses on retakaful transaction are recognised in profit or loss immediately at the date of transaction and are not amortised.

Contributions and claims on assumed 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. 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 contribution or fee to be retained by the retakaful operator. Investment income on these contracts is accounted for using the effective profit method when accrued.

**(f) Income tax**

Income tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in the profit or loss except to the extent that it relates to items recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is recognised using the liability method, providing for temporary differences between the carrying amounts of assets and liabilities in the statement of financial position and their tax bases. Deferred tax is not recognised for the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which temporary difference can be utilised. Deferred tax assets are reviewed at each reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

**2. Significant accounting policies (continued)****(g) Cash and cash equivalents**

Cash and cash equivalents consist of cash on hand, balances and deposits with banks and highly liquid investments which have an insignificant risk of changes in fair value with original maturities of three months or less, and are used by the Company in the management of their short term commitments. It excludes deposits which are held for investment purpose.

**(h) Qard receivable**

Any deficits arising in the Takaful funds are made good via a benevolent loan, or Qard, granted by the takaful operator to the Takaful funds. The Qard receivable is stated at cost less any allowance for impairment loss. The Qard shall be repaid from future surpluses of the Takaful funds.

Qard receivable is eliminated in preparing the Company's statement of financial position. There were no outstanding Qard as at 31 December 2019 and 2020.

**(i) Impairment****(i) Financial assets**

All financial assets (except for financial assets categorised as fair value through profit or loss) are assessed at each reporting date whether there is any objective evidence of impairment as a result of one or more events having an impact on the estimated future cash flows of the asset. Losses expected as a result of future events, no matter how likely, are not recognised.

Allowance for impairment loss in respect of receivables is recognised in profit or loss and is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective profit rate. The carrying amount of the asset is reduced through the use of an allowance account.

For takaful receivables, an objective evidence of impairment is deemed to exist where the principal or interest or both for takaful receivables is past due for more than 90 days or 3 months, as prescribed in the Guidelines on Financial Reporting for Takaful Operators issued by BNM.

For trade receivables in relation to financing for ISA and PUA (Note 2(m)(ii)) are assessed at each reporting date whether there is any objective evidence of impairment as a result of one or more events having an impact on the expected collectability of the receivable. Allowance for impairment loss is recognised on trade receivables that are related to financing of lapsed certificates. Allowance for impairment loss on the trade receivables that are related to in-force certificates is determined by using an estimated lapse ratio and is included within the provision for wakalah fee as disclosed in Note 2 (m)(ii).

**2. Significant accounting policies (continued)****(i) Impairment (continued)****(ii) Other assets**

The carrying amounts of other assets (except for deferred tax asset and Qard receivable) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit exceeds its estimated recoverable amount.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating units (group of cash-generating units) and then to reduce the carrying amount of the other assets in the cash-generating units (group of cash-generating units) on a pro-rata basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. Reversals of impairment losses are credited to profit or loss in the financial year in which the reversals are recognised.

**(iii) Qard receivable**

The Qard receivable is tested for impairment at each reporting period via an assessment of the estimated surpluses or cash flows from the Takaful funds to determine whether there is objective evidence of impairment. If the Qard receivable is impaired, an amount comprising the difference between its cost and its recoverable amount, less any impairment loss previously recognised in profit or loss, is recognised in profit or loss.

**2. Significant accounting policies (continued)**

**(i) Impairment (continued)**

**(iii) Qard receivable (continued)**

Impairment losses are subsequently reversed in profit or loss if objective evidence exists that the Qard receivable is no longer impaired.

**(j) Equity instruments**

Instruments classified as equity are measured at cost on initial recognition and are not remeasured subsequently.

**(i) Ordinary shares**

Ordinary shares are classified as equity.

**(ii) Distributions of assets to owners of the Company**

The Company measures a liability to distribute assets as a dividend to the owners of the Company at the fair value of the assets to be distributed. The carrying amount of the dividend is remeasured at each reporting period and at the settlement date, with any changes recognised directly in equity as adjustments to the amount of the distribution. On settlement of the transaction, the Company recognises the difference, if any, between the carrying amount of the assets distributed and the carrying amount of the liability in profit or loss.

**(k) Provisions**

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

**(l) Employee benefits**

**(i) Short-term employee benefits**

Short-term employee benefit obligations in respect of salaries, annual bonuses, paid annual leave and sick leave are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

## 2. Significant accounting policies (continued)

### (I) Employee benefits (continued)

#### (ii) State plans

The Company's contributions to statutory pension funds are charged to profit or loss in the financial year to which they relate. Once the contributions have been paid, the Company has no further payment obligations.

#### (iii) Long-term employee benefits

Long-term employee benefit obligations in respect of long-term incentives given to staff are based on certain criteria set by the Company.

A liability is recognised for the amount expected to be paid under long-term benefit plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

#### (iv) Share-based plan

A cash-settled share-based payment to participating employees, in which the settlement value is based on the higher of share price of an affiliated company or value of a Shariah compliant equity fund, are measured on a fair-value basis.

A liability is recognised for the amount expected to be paid based on the fair value of the equity fund or the investment instrument, over the period that the employees become entitled to the reward.

### (m) Provision for wakalah fee/ISA and PUA financing

#### (i) Provision for wakalah fee

A provision is made to record certain future expected losses, if any, to the takaful operator arising from servicing of individual certificate contracts with participants.

- **Single contribution products**

Provision is estimated based on actuarial present value of future maintenance expense.

- **Other products**

Provision is estimated based on discounted future net cash flows to the takaful operator using an actuarial method used for non-unit reserving called sterling reserves methodology.

The assumptions used are consistent with that used in the valuation of tabarru' fund and the takaful operator expense assumptions are based on the Company's experience study.

**2. Significant accounting policies (continued)****(m) Provision for wakalah fee/ISA and PUA financing (continued)****(ii) Financing for Individual Special Account (ISA) and Protection Unit Account (PUA)**

The Company provides financing (trade receivables as disclosed in Note 8) to participants to settle outstanding tabarru' charges to the family takaful fund for amounts which are in shortfall in each participant's ISA and PUA fund. These trade receivables are subject to impairment assessment as described in Note 2(i)(i).

**(n) Fair value measurements**

Fair value of an asset or liability, except for share-based payment and lease transactions, is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, the most advantageous market.

For non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

**(o) Takaful, trade and other payables**

Takaful, trade and other payables are recognised when due and measured on initial recognition at the fair value of the consideration received less directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective profit method.

**(p) Wakalah fee, surplus transfer, management expenses and commission expenses**

In accordance with the principles of Wakalah, as approved by the Company's SC, and agreed between the participants and the Company, wakalah fee comprises the following:

- (i) upfront wakalah fee;
- (ii) risk management wakalah fee;
- (iii) service charge;
- (iv) investment management fee;
- (v) top up fee; and
- (vi) switching fee.

The upfront wakalah fee is charged at the pre-agreed percentage and deducted from the gross contribution received for the services rendered by takaful operator in managing the Takaful funds. This fee is used to cover the management expenses and commission expenses incurred on behalf of the family takaful funds.

## 2. Significant accounting policies (continued)

### (p) Wakalah fee, surplus transfer, management expenses and commission expenses (continued)

Risk management wakalah fee is accrued by the takaful operator as a proportion of tabarru' charges payable to the tabarru' fund by participants for certificates underwritten prior to the implementation of Bank Negara Malaysia's guidelines on Takaful Operating Framework (TOF). Risk management wakalah fee is incurred by the tabarru' fund as a recognition of work undertaken by the takaful operator to administer the tabarru' fund on behalf of participants. This fee can be used to cover any deficit position in tabarru' fund and shall only be recognised by the takaful operator subsequent to the recommendation by the Appointed Actuary and approval by the SC and the Board of Directors.

Service charge is credited to the takaful operator by unit deduction for unit-linked certificates, and contribution deduction from participant's account (Individual Saving Account) for non-linked certificates. Service charge is accrued by the takaful operator to cover certificate servicing expenses.

Investment management fee is credited to the takaful operator at agreed rate on the daily net asset value for unit-linked certificates. For non-linked certificates and tabarru' funds, an agreed percentage of fund-under-management is used to compute the relevant investment management fee to the respective participant's account (ISA) and tabarru' fund. The investment management fee is accrued by the takaful operator to cover investment management expenses incurred on behalf of the different funds.

Collectively, wakalah fee is payable to takaful operator for various services rendered to participants by the takaful operator.

For certificates underwritten after the implementation of TOF, the takaful operator shall be entitled to surplus transfer from the corresponding tabarru' fund and this shall be limited to a maximum of 50 percent of the distributable surplus of each corresponding fund. This shall only be recognised as surplus by the takaful operator subsequent to the recommendation by the Appointed Actuary and approval by the SC and the Board of Directors.

Management expenses are costs incurred in managing and administering the funds on behalf of the family takaful fund.

Commission expenses, which are costs directly incurred in securing contributions on takaful certificates are recognised by the takaful operator as incurred and properly allocated to the periods in which it is probable they give rise to income.

### (q) Other revenue recognition

Investment income is recognised on a time proportion basis that takes into account the effective profit rate of the asset.



## 2. Significant accounting policies (continued)

### (r) Zakat

This represents tithes payable by the Company to comply with the Principles of Shariah and as approved by the SC of the Company. Total zakat payable on the Shareholders' Fund is calculated based on the Adjusted Growth Method. The Company has fulfilled the obligation to pay zakat for the financial year 2020 on its business amounting RM5,040,000.

### (s) Family takaful fund

The family takaful fund is maintained in accordance with the requirements of the Islamic Financial Services Act, 2013 and includes actuarial liabilities, seed money (where applicable) and participants' account.

The participants' account consists of the accumulated surplus attributable to the participants determined by an annual actuarial valuation of the family takaful fund's unallocated surplus by a qualified actuary appointed by the Company, net asset value attributable to unitholders and other reserves, as applicable. Any actuarial deficit in the tabarru' fund will be made good by the takaful operator via a benevolent loan or Qard. Surplus distributable to participants is determined after deducting claims/benefits paid and payable, retakaful, provisions, reserves, as well as repayment of Qard, if any, and distributed in accordance with the terms and conditions prescribed by the SC of the Company.

### (i) Contribution income

Contribution is recognised as soon as the amount of the contribution can be reliably measured.

- ***Investment-linked business***

First contribution income is recognised on the assumption of risk and subsequent contributions are recognised on a cash basis. Subsequent risk is assumed based on sufficiency of units of the participant.

- ***Non-linked business***

First contribution income is recognised from inception date and subsequent contributions are recognised on a cash basis. At the end of the financial year, all due contributions are accounted for to the extent that they can be reliably measured.

### (ii) Investment-linked business

Investments of investment-linked business are stated at closing market prices. Any increase or decrease in value of these investments is taken into profit or loss of the investment-linked business.

## 2. Significant accounting policies (continued)

### (s) Family takaful fund (continued)

#### (iii) Provision for outstanding claims

A liability for outstanding claims is recognised when a claimable event occurs and/or the Company is notified.

Claims and provisions for claims arising from family takaful certificates, including settlement costs less retakaful recoveries, are accounted for using the case basis method and for this purpose, the benefits payable under family takaful certificates are recognised as follows:

- maturity or other certificate benefit payments due on specified dates are treated as claims payable on the due dates.
- 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.
- for individual family takaful business, provision for mortality IBNR claims is made at statement of financial position date. The ultimate cost of outstanding claims is estimated by using Chain Ladder method, a standard actuarial claims projection technique and is subsequently signed-off by a qualified actuary of the Company. Similarly, there are elements of uncertainty and thus the projected future claims experience may be different from its actual claims experience due to the level of uncertainty involved in projecting future claims experience based on past claims experience.

These uncertainties arise from changes in underlying risks, changes in spread of risks, timing and amounts of claims settlement as well as uncertainties in the projection model and underlying assumptions.

#### (iv) Actuarial reserves

The actuarial liability for the investment-linked products and non-investment-linked products is calculated using the discounted cash flow method to ensure that any future negative cash flow resulting from insufficient tabarru' charges to meet expected benefit outgo are eliminated.

Family takaful liabilities are recognised when contracts are entered into and contributions are charged.

These liabilities are measured by using a prospective actuarial valuation method. The liability is determined as the sum of the present value of future benefits less the present value of future gross contributions arising from the certificate discounted at the appropriate risk discount rate. The liability is based on best estimate assumptions and with due regard to significant recent experience. An appropriate allowance for provision of risk margin for adverse deviation from expected experience is made in the valuation of liabilities. For Family Takaful Fund with liability of surrender benefit, the higher of surrender benefit inforce and liabilities are kept as actuarial reserves.

## 2. Significant accounting policies (continued)

### (s) Family takaful fund (continued)

#### (iv) Actuarial reserves (continued)

In the case of a family certificate where a part of, or the whole of the contributions are accumulated in a fund, the accumulated amount, as declared to the participants, are set as the liabilities. Zeroisation is applied at certificate level and no certificate is treated as an asset under the valuation method adopted.

Adjustments to the liabilities at each reporting date are recorded in profit or loss. Profits originated from margins of adverse deviations on run-off contracts, are recognised in profit or loss over the life of the contract, whereas losses are fully recognised in profit or loss during the first year of run-off.

The liability is derecognised when the contract expires, is discharged or is cancelled. At each reporting date, an assessment is made on whether the recognised family takaful liabilities are adequate by using an existing liability adequacy test.

Any inadequacy is recorded in profit or loss by establishing technical reserves for the loss. In subsequent periods, the liability for a block of business that has failed the adequacy test is based on the assumptions that are established at the time of the loss recognition. Losses resulting from liability adequacy testing can be reversed in future years if the impairment no longer exists.

As with all projections, there are elements of uncertainty and thus the projected liabilities may be different from its actual liabilities due to the significant level of uncertainty involved in the discount rate used as well as mortality and morbidity assumptions.

#### (t) Product classification

The family takaful fund consist of 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 fund has accepted significant takaful risk from another party (the certificate holders) by agreeing to compensate participants if a specified uncertain future event (the claimable event) adversely affects the participants. As a general guideline, to determine whether a contract has significant takaful risk, benefits paid are compared with benefits payable if the insured event did not occur.

Investment contracts are those contracts that do not transfer significant takaful risk. There are no contracts that are classified as investment contracts in the family takaful funds.

## 2. Significant accounting policies (continued)

### (t) Product classification (continued)

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.

Takaful contracts in the current portfolio are classified as being without discretionary participation features (DPF) as it does not satisfy the criteria for DPF. DPF is a contractual right to receive, as a supplement to guaranteed benefits, additional benefits:

- (i) that are likely to be a significant portion of the total contractual benefits;
- (ii) whose amount or timing is contractually at the discretion of the issuer; and
- (iii) 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 issuer; or
  - the profit or loss of the fund.

### (u) Foreign currency

#### Foreign currency transactions

Transactions in foreign currencies are translated to the Company's functional currencies at exchange rates at the date of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies are not retranslated at the reporting date, except for those that are measured at fair value that are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Foreign currency differences arising on retranslation are recognised in profit or loss.

### (v) Fair value measurements

Fair value of an asset or a liability is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

**2. Significant accounting policies (continued)**

**(v) Fair value measurements (continued)**

For non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. Fair value are categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company can access the measurement date.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: unobservable inputs for the asset or liability.

The Company recognises transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

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### 3. Property and equipment

#### Takaful operator and Company

	Note	Leasehold land RM'000	Building RM'000	Renovation RM'000	Motor Vehicles RM'000	Computer Equipment RM'000	Office equipment, furniture and fittings RM'000	Capital Work-in-progress RM'000	Total RM'000
<b>Cost</b>									
At 1 January 2019		1,520	4,180	17,193	1,647	6,788	4,047	16,831	52,206
Adjustment on initial application of MFRS16	4	(1,520)	-	-	-	-	-	-	(1,520)
Additions for the year		-	-	8,519	-	2,490	138	2,428	13,575
Disposals		-	-	(60)	(271)	(365)	(513)	-	(1,209)
Property and equipment written off		-	-	(11,501)	-	(22)	(1,637)	-	(13,160)
Reversal of provisions		-	-	-	-	-	-	(4,850)	(4,850)
Capitalisation		-	-	11,734	-	-	604	(12,338)	-
At 31 December 2019/1 January 2020		-	4,180	25,885	1,376	8,891	2,639	2,071	45,042
Additions for the year		-	-	1,120	-	190	173	138	1,621
Disposals		-	-	(31)	(731)	(46)	(29)	-	(837)
Property and equipment written off		-	-	(1,079)	-	(72)	(297)	-	(1,448)
Reversal of provisions		-	-	-	-	-	-	(1,416)	(1,416)
At 31 December 2020		-	4,180	25,895	645	8,963	2,486	793	42,962

3. Property and equipment (continued)

Takaful operator and Company (continued)

	Note	Leasehold land		Building	Renovation	Motor Vehicles	Computer Equipment	Office equipment, furniture and fittings		Capital Work-in-progress	Total
		RM'000	RM'000					RM'000	RM'000		
<b>Accumulated depreciation</b>											
At 1 January 2019		-	-	-	12,778	707	4,555	2,124	-	-	20,164
Charge for the year	24	-	107	-	2,228	321	1,262	311	-	-	4,229
Property and equipment written off		-	-	-	(10,840)	-	(23)	(1,010)	-	-	(11,873)
Disposals		-	-	-	(29)	(203)	(318)	(403)	-	-	(953)
At 31 December 2019/1 January 2020		-	107	-	4,137	825	5,476	1,022	-	-	11,567
Charge for the year	24	-	105	-	2,182	233	991	253	-	-	3,764
Disposals		-	-	-	(5)	(527)	(43)	(15)	-	-	(590)
Property and equipment written off		-	-	-	(780)	-	(77)	(200)	-	-	(1,057)
At 31 December 2020		-	212	-	5,534	531	6,347	1,060	-	-	13,684
<b>Carrying amounts</b>											
At 1 January 2019		1,520	4,180	-	4,415	940	2,233	1,923	16,831	-	32,042
At 31 December 2019/1 January 2020		-	4,073	-	21,748	551	3,415	1,617	2,071	-	33,475
At 31 December 2020		-	3,968	-	20,361	114	2,616	1,426	793	-	29,278

**4. Right-of-use assets**

**Takaful operator and Company**

	Note	Leasehold land RM'000	Buildings RM'000	Total RM'000
<b>Cost</b>				
At 1 January 2019	3	1,520	4,415	5,935
Additions for the year		-	81,014	81,014
Depreciation	24	(17)	(4,434)	(4,451)
At 31 December 2019/1 January 2020		1,503	80,995	82,498
Additions for the year		-	678	678
Depreciation	24	(18)	(6,218)	(6,236)
Derecognition*		-	(793)	(793)
Modification		-	318	318
At 31 December 2020		1,485	74,980	76,465

\* Derecognition of the right-of-use assets during 2020 is due to the Company's relocation of branch and agency office.

**4.1 Extension options**

The office buildings contain extension options exercisable by the Company up to nine years before the end of the non-cancellable contract period. Where practicable, the Company seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Company and not by the lessors. The Company assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Company reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

	Lease Liabilities Recognised (Discounted) RM'000	Potential Future Lease Payment Not Included In Lease Liabilities (Discounted) RM'000	Historical Rate Of Extension Options %
Buildings	77,379	37,264	82

**4.2 Amounts recognised in statement of cash flows**

	Note	2020 RM'000	2019 RM'000
<b>Included in net cash from operating activities:</b>			
Payment relating to short-term leases	24	26	2,485
Payment relating to leases of low-value assets	24	70	74
Profit expense in relation to lease liabilities	24	3,703	2,567
<b>Included in net cash from financing activities:</b>			
Payment of lease liabilities		3,826	116
<b>Total cash outflow for lease</b>		<b>7,625</b>	<b>5,242</b>



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## 4.3 Reconciliation of movements in lease liabilities to cash flows arising from financing activities

	2020 RM'000	2019 RM'000
<b>At 1 January/31 December</b>	81,424	4,415
Net changes from financing cash flows	(3,826)	(116)
Acquisition of new lease	549	77,125
Derecognition of lease	(805)	-
Modification of existing lease	37	-
<b>At 1 January/31 December</b>	<u>77,379</u>	<u>81,424</u>

## 5. Intangible assets

	Note	Computer software RM'000	Capital Work-in- progress RM'000	Total RM'000
<b>Takaful operator and Company</b>				
<b>Cost</b>				
At 1 January 2019		79,726	25,223	104,949
Additions for the year		1,797	38,156	39,953
Capitalisation		15,468	(15,468)	-
Intangible assets written off		(502)	-	(502)
Reversal of provisions		-	(309)	(309)
At 31 December 2019/1 January 2020		<u>96,489</u>	<u>47,602</u>	<u>144,091</u>
Additions for the year		284	49,586	49,870
Capitalisation		10,461	(10,461)	-
Intangible assets written off		(89)	-	(89)
Reversal of provisions		-	(6,280)	(6,280)
At 31 December 2020		<u>107,145</u>	<u>80,447</u>	<u>187,592</u>
<b>Accumulated amortisation</b>				
At 1 January 2019		28,635	-	28,635
Amortisation for the year	24	9,695	-	9,695
Intangible assets written off		(501)	-	(501)
At 31 December 2019/1 January 2020		<u>37,829</u>	<u>-</u>	<u>37,829</u>
Amortisation for the year	24	19,641	-	19,641
Intangible assets written off		(89)	-	(89)
At 31 December 2020		<u>57,381</u>	<u>-</u>	<u>57,381</u>
<b>Carrying amounts</b>				
At 1 January 2019		<u>51,091</u>	<u>25,223</u>	<u>76,314</u>
At 31 December 2019/1 January 2020		<u>58,660</u>	<u>47,602</u>	<u>106,262</u>
At 31 December 2020		<u>49,764</u>	<u>80,447</u>	<u>130,211</u>

**6. Investments**

	2020		2019	
Note	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Takaful operator RM'000
Malaysian government investment issue	5,525	192,449	197,974	814
Islamic debt securities	120,647	1,409,586	1,530,233	146,918
Equity securities	-	1,952,969	1,952,969	-
Unit trust funds	78,967	154,253	233,220	56,998
Deposits with financial institutions *	141,469	664,743	806,212	158,030
Investment-linked funds	2,429	-	-	2,063
	<u>349,037</u>	<u>4,374,000</u>	<u>4,720,608</u>	<u>364,823</u>
				<u>3,037,394</u>
				<u>3,400,154</u>

\* Included in the deposits with licensed institutions are deposits placed with the Holding Company of RM395,331,311 (2019: RM107,685,130).

(a) The Company's financial investments are summarised by categories as follows:

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Takaful operator RM'000
Receivables	141,469	664,743	806,212	158,030
- Deposits with financial institutions				
Fair value through profit or loss				
- Held-for-trading				
Malaysian government investment issue	5,525	192,449	197,974	814
Islamic debt securities	120,647	1,409,586	1,530,233	146,918
Equity securities	-	1,952,969	1,952,969	-
Unit trust funds	78,967	154,253	233,220	56,998
Investment-linked funds	2,429	-	-	2,063
	<u>207,568</u>	<u>3,709,257</u>	<u>3,914,396</u>	<u>206,793</u>
				<u>2,844,129</u>
				<u>3,048,859</u>
	<u>349,037</u>	<u>4,374,000</u>	<u>4,720,608</u>	<u>364,823</u>
				<u>3,037,394</u>
				<u>3,400,154</u>

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**6. Investments (continued)**

(b) Carrying values of financial investments are as follows:

Company	Note	Receivables RM'000	FVTPL RM'000	Total RM'000
At 1 January 2019				
Purchases		199,192	2,598,960	2,798,152
Maturities/disposals		21,067,374	2,416,224	23,483,598
Fair value gains recognised in profit or loss		(20,915,271)	(2,091,534)	(23,006,805)
At 31 December 2019/1 January 2020	21	-	125,209	125,209
Purchases		351,295	3,048,859	3,400,154
Maturities/disposals		29,316,646	5,285,785	34,602,431
Fair value gains recognised in profit or loss		(28,861,729)	(4,646,191)	(33,507,920)
At 31 December 2020	21	-	225,943	225,943
		806,212	3,914,396	4,720,608

**7. Retakaful assets**

	Note	2020		2019	
		Family takaful fund RM'000	Company RM'000	Family takaful fund RM'000	Company RM'000
Retakaful for actuarial liabilities	11(i)	28,735	28,735	12,379	12,379
Retakaful for takaful contract liabilities	12	10,301	10,301	18,738	18,738
		39,036	39,036	31,117	31,117

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### 8. Trade and other receivables

Note	2020		2019		
	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Takaful operator RM'000	
				Family takaful fund RM'000	Company RM'000
Trade receivables					
Due contributions	70,708	4,631	75,339	43,630	43,630
Less: Allowance for impairment loss	(12,493)	(602)	(13,095)	(12,178)	(12,178)
	58,215	4,029	62,244	31,452	31,452
Other receivables	19,147	18,552	37,699	15,604	32,632
Income due and accrued	1,966	26,909	28,875	2,063	21,620
Amount due from affiliated company	-	-	-	125	125
Amount due from family takaful fund	120,451	-	-	178,927	-
	199,779	49,490	128,818	228,171	85,829

The amounts due from family takaful fund are unsecured, free of rate of return and are repayable on demand.

### Offsetting of financial assets and financial liabilities

As at the end of the current financial year, the Company has no financial assets and liabilities that have been set off (2019: Nil).

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### 9. Cash and cash equivalents

	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000
<b>2020</b>			
Cash and bank balances	55,736	42,927	98,663
Fixed and call deposits with licensed financial institutions with maturity less than three month	64,331	47,507	111,838
	<u>120,067</u>	<u>90,434</u>	<u>210,501</u>
<b>2019</b>			
Cash and bank balances	31,248	162,343	193,591
Fixed and call deposits with licensed financial institutions with maturity less than three month	-	331,566	331,566
	<u>31,248</u>	<u>493,909</u>	<u>525,157</u>

Included in the cash and cash equivalents are the balances placed with the Holding Company of RM42,550,743 (2019: RM160,672,554).

### 10. Capital

	← 2020 →		← 2019 →	
	Number of shares	Amount RM'000	Number of shares	Amount RM'000
<b>Takaful operator</b>				
Issued and fully paid shares classified as equity instruments:				
Ordinary shares				
At 1 January/31 December	<u>58,823,530</u>	<u>100,000</u>	<u>58,823,530</u>	<u>100,000</u>

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at general meetings of the Company.

**11. Participants' fund**

**(i) Family takaful fund**

Family takaful fund at end of the year comprise the following:

	Note	2020		2019			
		Gross RM'000	Retakaful (Note 7) RM'000	Net RM'000	Gross RM'000	Retakaful (Note 7) RM'000	Net RM'000
Actuarial liabilities		256,531	(28,735)	227,796	188,878	(12,379)	176,499
Seed money	6	2,429	-	2,429	2,063	-	2,063
Participants' account		3,937,011	-	3,937,011	3,059,337	-	3,059,337
		<u>4,195,971</u>	<u>(28,735)</u>	<u>4,167,236</u>	<u>3,250,278</u>	<u>(12,379)</u>	<u>3,237,899</u>

The total participants' fund and its movements are analysed as follows:

	Note	2020		2019			
		Gross RM'000	Retakaful (Note 7) RM'000	Net RM'000	Gross RM'000	Retakaful (Note 7) RM'000	Net RM'000
<b>Total participants' fund</b>							
At 1 January		3,250,278	(12,379)	3,237,899	2,602,113	(2,080)	2,600,033
Gross earned contributions	17	2,167,251	(54,165)	2,113,086	1,940,180	(61,313)	1,878,867
Benefits and claims paid during the year	23	(668,543)	43,144	(625,399)	(672,322)	52,351	(619,971)
Experience variation		(31,607)	(5,335)	(36,942)	(3,624)	(1,337)	(4,961)
Fees deducted		(761,923)	-	(761,923)	(692,410)	-	(692,410)
Credit of profit or/and change in unit-prices		370,642	-	370,642	163,931	-	163,931
Surplus sharing to takaful operator		(91,750)	-	(91,750)	(63,000)	-	(63,000)
Profit paid to participants		(9,155)	-	(9,155)	(13,077)	-	(13,077)
Tax expense	26	(29,222)	-	(29,222)	(11,513)	-	(11,513)
		<u>4,195,971</u>	<u>(28,735)</u>	<u>4,167,236</u>	<u>3,250,278</u>	<u>(12,379)</u>	<u>3,237,899</u>
At 31 December							

## 11. Participants' fund (continued)

### (i) Family takaful fund (continued)

#### Valuation of actuarial liabilities

The liability for family takaful contracts is based on current assumptions, reflecting the best estimate at the time increased with a margin for risk and adverse deviation. All contracts are subject to a liability adequacy test, which reflect best current estimate of future cash flows.

The main assumptions used relate to mortality, morbidity, investment returns, expenses, lapse, surrender rates and discount rates. The mortality and morbidity assumptions are based on retakaful operators' tables adjusted when appropriate to reflect the unique risk exposure, product characteristics, target markets, own claims severity and frequency experiences. The mortality and morbidity assumptions are re-assessed based on own experience as the Company credible own experience is available.

Estimates are made as to future investment income arising from the assets backing family takaful contracts. These estimates are based on current market returns as well as expectations about future economic and financial developments.

Assumptions on future expenses are based on current expense levels, adjusted for expected expense inflation adjustments and allowing for future growth of the business, as appropriate. Expenses are borne by the takaful operator and do not affect the family takaful fund.

Lapse rate is based on the historical experience of lapses. Discount rate for liabilities accord a level of guarantee no less certain than that accorded by a Government Islamic Issue.

**11. Participants' fund (continued)**

Participants' fund at end of the year comprise the following:

	2020		2019	
	Gross RM'000	Retakaful (Note 7) RM'000	Gross RM'000	Retakaful (Note 7) RM'000
(ii) Company				
Actuarial liabilities	256,531	(28,735)	227,796	188,878
Participants account	3,937,011	-	3,937,011	3,059,337
	<u>4,193,542</u>	<u>(28,735)</u>	<u>4,164,807</u>	<u>(12,379)</u>
				<u>3,235,836</u>
				<u>Net RM'000</u>

**12. Takaful contract liabilities**

**Family takaful fund**

	2020		2019	
	Gross RM'000	Retakaful (Note 7) RM'000	Gross RM'000	Retakaful (Note 7) RM'000
Provision for claims reported by participants	59,557	(10,301)	49,256	66,820
Provision for IBNR	58,904	-	58,904	23,135
Provision for outstanding claims	<u>118,461</u>	<u>(10,301)</u>	<u>108,160</u>	<u>89,955</u>
At 1 January	89,955	(18,738)	71,217	(13,204)
Claims incurred during the year	661,280	(34,707)	626,573	685,543
Benefits and claims paid during the year	(668,543)	43,144	(625,399)	(672,322)
Increase/(Decrease) in IBNR	35,769	-	35,769	(2,657)
At 31 December	<u>118,461</u>	<u>(10,301)</u>	<u>108,160</u>	<u>89,955</u>
				<u>Net RM'000</u>

Note 23



**13. Provision for wakalah fee**

	2020 RM'000	2019 RM'000
Takaful operator and Company		
At 1 January	42,088	40,068
Increase during the year	15,980	2,020
At 31 December	<u>58,068</u>	<u>42,088</u>

Included in provision for wakalah fee is the allowance for impairment loss of trade receivables that are related to in-force certificates that is determined by using an estimated lapsed ratio.

**14. Takaful payables**

	2020	2019
Family takaful fund		
Company		
RM'000	10,513	6,414
Amount due to retakaful operators and cedants	<u>10,513</u>	<u>6,414</u>

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## 15. Trade and other payables

Note	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Family takaful fund RM'000
<b>Trade payables</b>				
Commission payable	93,883	-	93,883	114,766
<b>Other payables</b>				
Amount due to affiliated companies	52,664	-	52,664	62,366
Other payables and accruals	141,527	67,618	209,145	114,740
Amount due to takaful operator	-	120,451	-	178,927
	194,191	188,069	261,809	238,924
	288,074	188,069	355,692	238,924
				237,103
				351,869

The amounts due to affiliated companies and takaful operator are unsecured, free of rate of return and are repayable on demand.

## 16. Deferred tax liabilities

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Family takaful fund RM'000
Deferred tax liabilities	(2,424)	(28,699)	(31,123)	(10,694)
	(2,424)	(28,699)	(31,123)	(10,694)
				(12,713)
				(12,713)

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## 16. Deferred tax liabilities (continued)

Movement in recognised temporary differences during the year:

	Note	At 1.1.2019 RM'000	Recognised in profit or loss RM'000	At 31.12.2019/ 1.1.2020 RM'000	Recognised in profit or loss RM'000	At 31.12.2020 RM'000
<b>Takaful operator</b>						
Property and equipment		(608)	-	(608)	-	(608)
Provisions		153	(27)	126	(20)	106
Fair value gains		(332)	(1,205)	(1,537)	(385)	(1,922)
	26	(787)	(1,232)	(2,019)	(405)	(2,424)
<b>Family takaful fund</b>						
Fair value gains	26	(1,160)	(9,534)	(10,694)	(18,005)	(28,699)
		(1,160)	(9,534)	(10,694)	(18,005)	(28,699)
<b>Company</b>						
Property and equipment		(608)	-	(608)	-	(608)
Provisions		153	(27)	126	(20)	106
Fair value gains		(1,492)	(10,739)	(12,231)	(18,390)	(30,621)
		(1,947)	(10,766)	(12,713)	(18,410)	(31,123)

## 17. Operating revenue

	Note	2020		2019	
		Takaful operator RM'000	Family takaful fund RM'000	Takaful operator RM'000	Family takaful fund RM'000
Wakalah fee	18	762,826	-	695,538	-
Gross earned contributions	11	-	2,167,251	-	1,940,180
Investment income	19	21,291	72,301	21,588	59,577
		784,117	2,239,552	717,126	1,999,757
			2,260,843		2,021,345

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### 18. Wakalah fee income/(expense)

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Family takaful fund RM'000
Upfront wakalah fee	626,114	(626,114)	-	(581,757)
Service charge	52,743	(52,743)	-	(50,111)
Investment management fee	29,827	(29,827)	-	(19,936)
Risk management wakalah fee	54,142	(54,142)	-	(43,734)
	<u>762,826</u>	<u>(762,826)</u>	-	<u>(695,538)</u>

### 19. Investment income

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Family takaful fund RM'000
Dividend income	820	48,476	49,296	34,260
Profit income from:				
Malaysian government investment issue	219	6,477	6,696	7,391
Islamic debt securities	6,013	56,956	62,969	50,968
Deposits with financial institutions	7,512	18,502	26,014	19,643
Transfer from ISA and Tabarru' to takaful operator	13,581	(13,581)	-	(11,846)
Transfer to participants' fund	-	(44,419)	(44,419)	(40,731)
Investment expenses	(6,854)	(110)	(6,964)	(108)
	<u>21,291</u>	<u>72,301</u>	<u>93,592</u>	<u>59,577</u>
				<u>81,165</u>

**20. Realised gains/(losses)**

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Takaful operator RM'000
Financial assets at FVTPL:				
Realised gains:				
Islamic debt securities	2,162	11,049	13,211	3
Equity securities	-	127,659	127,659	-
Realised losses:				
Islamic debt securities	(190)	(1,556)	(1,746)	(262)
Equity securities	-	(63,341)	(63,341)	-
	1,972	73,811	75,783	(259)
				(15,722)
				(4,976)
				579
				22,967
				582
				22,967
				(5,238)
				(34,292)
				(15,981)

**21. Fair value gains**

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Company RM'000	Takaful operator RM'000
Financial assets at FVTPL	1,413	224,530	225,943	5,133
Note				
				120,076
				125,209

22. Other operating income/(expenses)

(i) Other operating income

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Takaful operator RM'000	Family takaful fund RM'000
Retakaful surplus distribution	-	-	-	4,022
Others	565	6,004	-	1,742
	565	6,004	-	5,764
		6,569		1,742
		6,569		5,764

(ii) Other operating expenses

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Takaful operator RM'000	Family takaful fund RM'000
No claims bonus	(8,774)	-	(9,952)	-
Others	-	(5,101)	(5)	(2,636)
	(8,774)	(5,101)	(9,957)	(2,636)
		(13,875)		(12,593)

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## 23. Net benefits and claims

### Family takaful fund

	Note	2020 RM'000	2019 RM'000
Gross benefits and claims paid	11,12	668,543	672,322
Claims paid ceded to retakaful companies	11,12	(43,144)	(52,351)
Gross change in contract liabilities		28,506	10,564
Change in contract liabilities ceded to retakaful companies		8,437	(5,534)
Net benefits paid and payable		<u>662,342</u>	<u>625,001</u>

## 24. Management expenses

### Takaful operator and Company

	Note	2020 RM'000	2019 RM'000
Management expenses		<u>367,330</u>	<u>328,362</u>

### Management expenses for the year is arrived after charging:

#### Personnel expenses (including key management personnel)

Salaries and bonus		74,077	69,519
Contributions to defined contribution plans		10,884	8,620
Other personnel expenses		<u>9,737</u>	<u>11,393</u>
		94,698	89,532
Audit related fees			
- Audit fee		565	532
- Non audit fee		30	17
Depreciation of property & equipments	3	3,764	4,229
Depreciation of right-of-use assets	4	6,236	4,451
Amortisation of intangible assets	5	19,641	9,695
Directors' fees and other remunerations	24(i)	725	684
Shariah Committees' fees and remunerations	24(ii)	266	269
Impairment loss on trade receivables		301	4,665
Profit expenses on lease liabilities	4	3,703	2,567
Expenses relating to short-term leases*	4	26	2,485
Expenses relating to leases of low-value assets*	4	<u>70</u>	<u>74</u>

\* The Company leases IT equipment and office premises with contract terms of 1 to 5 years. These leases are short-term and/or leases of low-value items. The Company has elected not to recognise right-of-use assets and lease liabilities for these leases.

**24. Management expenses (continued)**

	Note	2020 RM'000	2019 RM'000
<b>Directors</b>			
<i>Non-deferred remuneration</i>			
Fixed remuneration			
		612	583
		113	101
	24(i)	<u>725</u>	<u>684</u>
<b>Shariah Committee members</b>			
<i>Non-deferred remuneration</i>			
Fixed remuneration			
		216	216
		50	53
	24(ii)	<u>266</u>	<u>269</u>

(i) The total remuneration received by Directors during the financial year are as follows:

	Fees RM'000	Other remunerations RM'000	Total RM'000
<b>2020</b>			
Non-Executive Directors			
Datuk Yunos bin Abd Ghani	130	27	157
Mazidah binti Abdul Malik	162	29	191
Ezamshah bin Ismail	162	29	191
Md Tajuddin bin Md Isa	149	26	175
Rossana Annizah Rashid	9	2	11
	<u>612</u>	<u>113</u>	<u>725</u>
<b>2019</b>			
Non-Executive Directors			
Datuk Yunos bin Abd Ghani	125	23	148
Mazidah binti Abdul Malik	154	26	180
Ezamshah bin Ismail	154	26	180
Md Tajuddin bin Md Isa	150	26	176
	<u>583</u>	<u>101</u>	<u>684</u>

The total remuneration received by Directors during the financial year is fixed and non-deferral remuneration.



**24. Management expenses (continued)**

(ii) The total remuneration received by SC members during the financial year are as follows:

2020	Fees RM'000	Other remunerations RM'000	Total RM'000
Shariah Committee members			
Dr. Mohd Fuad bin Md Sawari	21	6	27
Dr. Said Adekunle Mikail	21	4	25
Wan Rumaizi bin Wan Husin	42	10	52
Dr. Ahmad Zaki Salleh	42	10	52
Prof. Datuk Dr. Syed Othman bin Syed Hussin Alhabshi	42	10	52
Abdullaah bin Jalil	48	10	58
	<u>216</u>	<u>50</u>	<u>266</u>
<b>2019</b>			
Shariah Committee members			
Dr. Mohd Fuad bin Md Sawari	42	10	52
Wan Rumaizi bin Wan Husin	42	11	53
Dr. Ahmad Zaki Salleh	42	10	52
Prof. Datuk Dr. Syed Othman bin Syed Hussin Alhabshi	42	11	53
Abdullaah bin Jalil	48	11	59
	<u>216</u>	<u>53</u>	<u>269</u>

The total remuneration received by SC during the financial year is fixed remuneration and non-deferral remuneration.

**25. Key management personnel compensation**

The key management personnel includes all members of EXCO of the Company and Other Material Risk Taker other than CEO are as follows:

**Takaful operator and Company**

	2020 RM'000	2019 RM'000
<b>Key management personnel</b>		
<i>Non-deferred remuneration</i>		
Fixed remuneration		
Cash-based	5,643	5,756
Contributions to defined contribution plans	853	874
	<u>6,496</u>	<u>6,630</u>
Variable remuneration		
Cash-based	2,485	2,448
Contributions to defined contribution plans	385	327
Others	157	344
	<u>3,027</u>	<u>3,119</u>

**25. Key management personnel compensation (continued)**

**Key management personnel (continued)**

	2020 RM'000	2019 RM'000
<i>Deferred remuneration</i>		
Variable remuneration		
Cash-based	1,855	1,698
Contributions to defined contribution plans	6	5
	<u>1,861</u>	<u>1,703</u>
	<u>11,384</u>	<u>11,452</u>
	2020	2019
Number of key management personnel receiving variable remuneration	<u>10</u>	<u>12</u>
	2020 RM'000	2019 RM'000
Total amount outstanding deferred remuneration (unvested)		
Cash-based	<u>5,967</u>	<u>5,832</u>

None of the key management personnel receives guaranteed bonuses, sign-on awards and severance payment. The key management personnel's deferred remuneration is not exposed to explicit adjustments. The key management personnel's unvested deferred remuneration is subject to implicit adjustments on benchmarked share price of an affiliated company.

The total remuneration received by Chief Executive Officers (including benefits-in-kind) during the financial year as follow :

	2020 RM'000	2019 RM'000
<b>Chief Executive Officers</b>		
<i>Non-deferred remuneration</i>		
Fixed remuneration		
Cash-based	1,346	964
Contributions to defined contribution plans	210	150
	<u>1,556</u>	<u>1,114</u>
Variable remuneration		
Cash-based	553	569
Contributions to defined contribution plans	86	88
Others	48	-
	<u>687</u>	<u>657</u>
<i>Deferred remuneration</i>		
Variable remuneration		
Cash-based	234	278
Contributions to defined contribution plans	-	70
	<u>234</u>	<u>348</u>
	<u>2,477</u>	<u>2,119</u>

The total remuneration (including benefit-in-kind) for the year 2020 consist of remuneration paid to both outgoing CEO (1 Jan 2020 to 30 June 2020) and incoming CEO (1 March 2020 to 31 December 2020).



**26. Tax expense (continued)**

A reconciliation of income tax expense applicable to profit/surplus before taxation at the statutory income tax rate to income tax expense at the effective income tax rate of the funds is as follows:

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Takaful operator RM'000	Family takaful fund RM'000
Profit/surplus before taxation	76,045	967,713	74,633	662,387
Taxation at applicable Malaysian statutory tax rate	18,251	77,417	17,912	52,991
Income not subject to tax	(181,169)	(48,387)	(165,021)	(40,645)
Non-deductible expenses	192,048	400	169,046	-
Other - Special tax relief	(3,039)	-	(512)	-
	26,091	29,430	21,425	12,346
(Over)/Under provision of current tax in prior year	(6,160)	(30)	118	(761)
Others	66	(178)	-	(72)
	19,997	29,222	21,543	11,513
		19,997		21,543
				74,633
				17,912
				(165,021)
				169,046
				(512)
				21,425
				(761)
				(72)
				11,513
				21,543
				74,633

**27. Segment information on cash flows**

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Takaful operator RM'000	Family takaful fund RM'000
Cash flows generated from/(used in):				
Operating activities	102,965	569,840	40,360	498,116
Investing activities	(10,319)	(973,316)	(94,912)	(372,558)
Financing activities	(3,826)	-	(116)	-
Net increase/(decrease)	88,820	(403,476)	(54,668)	125,558
		(314,656)		125,558
				70,890
				538,476
				(467,470)
				(116)
				70,890

**28. Related parties****Identity of related parties**

For the purposes of these financial statements, parties are considered to be related to the Company if the Company has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities. The related parties of the Company are:

**(i) Holding company**

The holding company is Bank Simpanan Nasional, a bank incorporated under the Bank Simpanan Nasional Act, 1974 and domiciled in Malaysia.

**(ii) Affiliated company**

The affiliated company comprises the following:

- (a) a company having an equity interest of between 20% to 50% in the Company and including other corporations related to the first mentioned corporation.
- (b) a company that has a number of common Directors with the Company.

**(iii) Key management personnel**

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Company either directly or indirectly.

**Significant related party transactions**

The significant related party transactions of the Company, other than key management personnel compensation as disclosed in Note 25, are as follows:

	<b>Transaction amount for the year ended 31 December (Income)/Expense</b>	
	<b>2020</b>	<b>2019</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Holding company - Malaysia</b>		
<b>Investment income</b>		
(i) Profit from Deposit Placements	<u>(8,567)</u>	<u>(4,430)</u>
<b>Operating Expenditure</b>		
(i) Commission expenses	13,287	10,860
(ii) Sales related expense	<u>8,269</u>	<u>7,299</u>

**28. Related parties (continued)**

**Significant related party transactions (continued)**

	Transaction amount for the year ended 31 December (Income)/Expense	
	2020	2019
	RM'000	RM'000
<b>Affiliated companies - Malaysia</b>		
<b>Operating Expenditure</b>		
(i) Other management expenses	41,601	30,334
(ii) Sales related expenses	35,394	40,553
(iii) Information Technology (IT) related expenses and services	15,425	33,097
(iv) Operation and other services	4,206	5,172
(v) Office rental	-	683
(vi) Fund management fees	7,537	4,972
(vii) Personnel and other expenses	-	555
(viii) Marketing expenses*	-	(124)
(ix) Zakat	3,591	2,621
<b>Capital Expenditure</b>		
(i) Hardware & Software development	12,324	1,035
(ii) Renovation	(1,058)	556
(iii) Signage	-	523

\* Reimbursement

Transactions between the Company and its related party including accounting provisions accounted in the profit and loss.

**Significant related party balances**

	Gross balance outstanding 31 December	
	2020	2019
	RM'000	RM'000
<b>Amount due to related companies</b>		
(i) Prudential Assurance Malaysia Berhad	37,661	49,710
(ii) Prudential Services Asia Sdn Bhd	12,216	8,439
(iii) Prudential Corporation Asia	1,443	139
(iv) Eastspring Al-Wara' Investments Berhad	1,344	487
<b>Amount due from related company</b>		
(i) Prudential Services Limited	-	125
<b>Balances with Holding Company</b>		
(i) Cash and cash equivalents	42,551	160,673
(ii) Deposits with financial institutions	395,331	107,685

**29. Investment-linked business**

**Statement of financial position as at 31 December 2020**

	<b>2020</b>	<b>2019</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Assets</b>		
Investments	2,476,625	1,755,268
Income due and accrued	6,747	4,235
Current tax asset	-	21
Amount due from family takaful fund	71,465	44,163
Amount due from takaful operator	-	5,426
Cash and bank balances	3,229	2,017
Total Investment-linked business assets	<u>2,558,066</u>	<u>1,811,130</u>
<b>Liabilities</b>		
Other payables	4,402	13,614
Current tax Liabilities	5,739	-
Amount due to takaful operator	6,979	-
Deferred tax liabilities	23,148	6,423
Total Investment-linked business liabilities	<u>40,268</u>	<u>20,037</u>
Net asset value of funds	<u>2,517,798</u>	<u>1,791,093</u>
Represented by:		
Unit holders' account	<u>2,517,798</u>	<u>1,791,093</u>

**Statement of profit or loss and other comprehensive income for the year ended 31 December 2020**

	<b>2020</b>	<b>2019</b>
	<b>RM'000</b>	<b>RM'000</b>
Investment income	58,756	42,506
Realised gains/(losses)	66,755	(11,221)
Fair value gains	209,060	73,499
Investment management fees	(30,143)	(20,136)
Other operating income	2,149	435
Surplus before taxation	<u>306,577</u>	<u>85,083</u>
Tax expense	(5,714)	(70)
Surplus after taxation	<u>300,863</u>	<u>85,013</u>

## 30. Takaful risk management

The Board assumes the overall responsibility for the Company's risk management including takaful risk management and it is supported by BRMC. Risk Management Committee and Investment Committee supports BRMC through regular updates.

The Company has in place policies, guidelines and limits in managing its takaful risk. Management of risks includes the selection and pricing of risks, product diversification, monitoring of actual experience, and using retakaful to diversify risk and limit potential net losses.

Takaful risk to the Company includes mortality, morbidity, expenses, lapses, surrenders, investments return, persistency and discount rate.

### Family takaful investment-linked certificates

The family takaful investment-linked certificates are mainly made up of regular contribution investment-linked products which can be attached to various riders such as medical, contributor, hospital income and accidental riders. The main products are PruBSN AsasLink and PruBSN WarisanPlus. The main riders are Crisis Shield, Health Protector, Medic Protector, Contributor and Accidental Protector Plus.

### Family takaful non-investment-linked certificates

The family takaful non-investment-linked certificates consist of protection plans (for death, TPD and critical illness), savings plan and credit related reducing sum covered protection plan. The main products are PruBSN AnugerahPlus, PruBSN Aspirasi, BSN Fitrah, Mortgage Reducing Term Takaful and Reducing Term Takaful.

#### (a) Family takaful contracts

##### Concentration of takaful risk

The risk selection process determines the groups of takaful risk that are acceptable so that diversification of takaful risk types is achieved. This is to ensure that within each of these risk types, there is a sufficiently large population of risks to reduce the variability of the expected outcome.

In the classification process, certificates are classified into separate categories of standard and degree of substandard. Medical selection and financial underwriting guidelines included in the underwriting procedures allow the correct assignment of takaful risk to the appropriate class. Each class has varied takaful charges to reflect the health and medical history of the applicants.

The retakaful arrangements for risks undertaken by the fund have also limited the fund's risk exposure. There is a maximum retention limit for any single covered life. Generally, the fund retains low counterparty risk by having retakaful with high credit rating retakaful operators.



**30. Takaful risk management (continued)**

**(a) Family takaful contracts (continued)**

**Concentration of takaful risk (continued)**

**Concentration of risk based on participants' fund balance**

	<b>Gross RM'000</b>	<b>Retakaful RM'000</b>	<b>Net RM'000</b>
<b>2020</b>			
Endowment	3,297,604	-	3,297,604
Term	568,638	-	568,638
Mortgage	329,729	(28,735)	300,994
<b>Total family takaful fund</b>	<b>4,195,971</b>	<b>(28,735)</b>	<b>4,167,236</b>
<b>2019</b>			
Endowment	2,480,333	-	2,480,333
Term	453,249	-	453,249
Mortgage	316,696	(12,379)	304,317
<b>Total family takaful fund</b>	<b>3,250,278</b>	<b>(12,379)</b>	<b>3,237,899</b>

**Key assumptions**

Material judgement and analysis are required in the choice of assumptions to estimate the liabilities. The assumptions are based on past experience, current internal data and external market indices and benchmarks which reflect current observable market prices and published information. The assumptions used in the valuation of liabilities are based on prudent estimates. This ensures that the fund is financially sound to meet its obligations.

Actual results may differ from these estimates. Assumptions are evaluated periodically to ensure realistic and reasonable valuations. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

The key assumptions to which the estimation of liabilities is particularly sensitive are as follows:

*Mortality and morbidity*

The Company derives best estimate mortality or morbidity assumptions for each product type. These best estimates are based on studies which are derived from the existing portfolio. In practice, as the portfolio is dominated by new business sales whereby the experience is affected by underwriting selection effect, the best estimate assumption is not established entirely based on the portfolio experience but also with reference to retakaful risk rate tables.

Underwriting practices influences the mortality and morbidity experience of the fund. Monitoring and experience studies need to be performed if there are changes to underwriting practices.

**30. Takaful risk management (continued)****(a) Family takaful contracts (continued)****Key assumptions (continued)***Longevity*

As there are no annuity products, longevity is not a significant assumption for the portfolio.

*Investment return*

The operational model of the takaful contracts is based on Tabarru' charges deducted from the participant funds to the Risk fund monthly. Investment risk is largely passed on to the participants. As a result, most Risk funds are not exposed to movements in rate of return and market values of the underlying assets.

Takaful Fund 2 provides maturity benefit for PruBSN Aspirasi and Premier One-i, as well as supporting regular cash payment in the event Participants Investment Account is in deficit for PruBSN Platinum, Premier One-i, Level Term Takaful, Smart Secure Takaful, PruBSN Aspirasi and Premier Vantage. Investment of fund are backed by Sukuk and Cash equivalent, liabilities are set up based on Government Islamic Issurance Yield.

*Expenses*

Expenses are borne entirely by the takaful operator and not the takaful funds. Expense assumption has no impact to the Risk funds.

*Persistency*

Persistency has marginal impact to the takaful funds as charges are deducted monthly and claims paid only if the certificate is in-force.

*Discount rate*

Discount rate has a significant impact on provisions for contract liabilities. Lower discount rates will increase provisions required as the investment return that can be earned on the provisions are lower. Conversely, a higher discount rate reduces the provisions.

**Sensitivities**

The analysis below is performed for reasonably possible movements in key assumptions with all other assumptions held constant, showing the impact on gross contract liabilities, net contract liabilities, surplus and takaful operator's profit or loss. The correlation of assumptions will have a significant effect in determining the ultimate claims 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 will also vary according to the current economic assumptions.

**30. Takaful risk management (continued)**

**(a) Family takaful contracts (continued)**

**Sensitivities (continued)**

	Change in assumptions %	Impact on gross contract liabilities RM'000	Impact on net contract liabilities RM'000	Impact on tabarru surplus RM'000	Impact on takaful operator's profit or loss RM'000
<b>2020</b>					
Mortality/Morbidity	+10	125,288	100,575	(62,508)	(69,561)
Investment return	+/-1	3,587	1,950	(1,950)	(1,069)
Lapse and surrender rates	-10	1,231	242	(242)	(110)
Discount rate	-1	24,346	19,449	(19,449)	(5,842)
<b>2019</b>					
Mortality/Morbidity	+10	95,918	88,117	(75,841)	(70,601)
Investment return	+/-1	769	654	(654)	(349)
Lapse and surrender rates	-10	632	403	(403)	(376)
Discount rate	-1	17,283	16,655	(16,655)	(12,268)

The +1%/-1% investment return was applied to the investment return sensitivity whichever gives a higher liability.

Morbidity assumption has the largest impact as the benefit outgo of the riders constitutes a major portion of the takaful portfolio.

For pre-Takaful Operating Framework (TOF) businesses, losses in the family takaful fund are supported by risk management wakalah fees and if insufficient, a benevolent loan (Qard) is provided by the takaful operator in that order. Surpluses in the family takaful funds will be used to meet risk management charges before they are distributed to the participants. Losses for post-TOF businesses will be supported by a benevolent loan (Qard) from takaful operator.

In the sensitivities above, the impact on surplus takes account of total surplus available before the distribution of surplus arising and surplus carried forward. As a result, an impact to the takaful operator's profit or loss would only occur if the stress fully utilises the total available surplus as is the case with the mortality stress where a benevolent loan (Qard receivable) from the takaful operator will be provided to mitigate the deficit in the Tabarru' fund.

## 31. Financial Instruments

### Financial risk (other than takaful risk) management objectives and policies

As disclosed in Note 30, the BRMC is also supported by Risk Management Committee and Investment Committee on financial risk management in addition to takaful risk management through the regular updates.

The Risk Management Committee is established to be responsible in reviewing and recommending risk management strategies, policies and risk tolerance for the Board's approval. The Committee has adopted a Risk Management Framework that requires all businesses and functions to establish processes for identifying, evaluating and managing the key risks faced by the Company.

The Investment Committee will oversee the investment of all investment funds maintained by the Company. This includes reviewing of the investment performance, setting up benchmarks and obtaining third party advice, if necessary.

Specific risks that affect the Company's financial position are:

#### ***Credit risk***

Credit risk is the risk of potential financial loss to the Company and it arises from the risks of loss of principal or income on the failure of a obligator or counterparty to meet its contractual obligations. The Company's exposure to credit risk arises mainly from investment in debt instruments issued by the Malaysian Government, Islamic debts securities, amounts due from retakaful and cedants, trade and other receivables, cash and cash equivalents as well as deposits placed with licensed financial institutions in Malaysia. This is managed through regular evaluation of minimum credit ratings of the financial instruments the Company invests in. At reporting date, other than the investments in financial instruments issued by the Malaysian Government and private companies, there were no other significant concentrations of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

**31. Financial Instruments (continued)**

*Credit risk (continued)*

**(a) Credit rating of financial assets**

In view of the following sound credit rating of counterparties, the Company does not expect any counterparty to fail in meeting its obligation except for allowance for impairment loss recognised in respect of trade and other receivables as disclosed in Note 8.

	2020		2019	
	Takaful operator RM'000	Family takaful fund RM'000	Takaful operator RM'000	Family takaful fund RM'000
<b>Receivables</b>				
Deposits with financial institutions	141,469	664,743	158,030	193,265
Retakaful assets	-	39,036	-	31,117
Trade and other receivables	199,779	49,490	228,171	36,585
Cash and cash equivalents	120,067	90,434	31,248	493,909
	461,315	843,703	417,449	754,876
		1,184,567		993,398
<b>Financial assets at FVTPL:</b>				
Malaysian government investment issue	5,525	192,449	814	158,651
Islamic debts securities	120,647	1,409,586	146,918	1,163,361
	126,172	1,602,035	147,732	1,322,012
		1,728,207		1,469,744

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## 31. Financial Instruments (continued)

<i>Credit risk (continued)</i>	← 2020 →					← 2019 →					
	AAA RM'000	AA RM'000	A RM'000	BBB RM'000	Non- rated RM'000	Total RM'000	AAA RM'000	AA RM'000	A RM'000	Non- rated RM'000	Total RM'000
<b>Takaful operator Receivables</b>											
Deposits with financial institutions	35,219	21,957	-	-	84,293	141,469	2,030	60,000	-	96,000	158,030
Trade and other receivables	-	-	-	-	199,779	199,779	-	-	-	228,171	228,171
Cash and cash equivalents	95,149	407	1,409	-	23,102	120,067	30,769	403	14	62	31,248
<b>Financial assets at FVTPL:</b>											
Malaysian government investment issue*	-	-	-	-	5,525	5,525	-	-	-	814	814
Islamic debts securities	54,477	38,554	-	4,128	23,488	120,647	65,676	55,247	4,841	21,154	146,918
<b>Family takaful fund Receivables</b>											
Deposits with financial institutions	314,434	39,270	-	-	311,039	664,743	181,580	-	-	11,685	193,265
Retakaful assets*	-	39,036	-	-	-	39,036	-	31,117	-	-	31,117
Trade and other receivables	-	-	-	-	49,490	49,490	-	-	-	36,585	36,585
Cash and cash equivalents	70,321	584	-	-	19,529	90,434	331,644	1,593	-	160,672	493,909
<b>Financial assets at FVTPL:</b>											
Malaysian government investment issue*	-	-	-	-	192,449	192,449	-	-	-	158,651	158,651
Islamic debts securities	368,476	558,805	10,306	15,996	456,003	1,409,586	417,518	385,579	29,398	330,866	1,163,361

\* Equivalent rating was used for rating agencies other than Rating Agency of Malaysia and Malaysian Rating Corporation Berhad.

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## 31. Financial Instruments (continued)

Company Receivables	2020					2019					
	AAA RM'000	AA RM'000	A RM'000	BBB RM'000	Non- rated RM'000	Total RM'000	AAA RM'000	AA RM'000	A RM'000	Non- rated RM'000	Total RM'000
Deposits with financial institutions	349,653	61,227	-	-	395,332	806,212	183,610	60,000	-	107,685	351,295
Retakaful assets*	-	39,036	-	-	-	39,036	-	31,117	-	-	31,117
Trade and other receivables	-	-	-	-	128,818	128,818	-	-	-	85,829	85,829
Cash and cash equivalents*	165,470	991	1,409	-	42,631	210,501	362,413	1,996	14	160,734	525,157
<b>Financial assets at FVTPL:</b>											
Malaysian government investment issue*	-	-	-	-	197,974	197,974	-	-	-	159,465	159,465
Islamic debts securities	422,953	597,359	10,306	20,124	479,491	1,530,233	483,194	440,826	34,239	352,020	1,310,279

\* Equivalent rating was used for rating agencies other than Rating Agency of Malaysia and Malaysian Rating Corporation Berhad.

**31. Financial Instruments (continued)**

*Credit risk (continued)*

**(b) Aging of takaful receivables and trade and other receivables**

The ageing of takaful receivables and trade and other receivables as at the end of the reporting period was:

	Gross RM'000	Individual impairment RM'000	Net RM'000
<b>Takaful operator</b>			
<b>2020</b>			
Not due	141,564	-	141,564
Due 0 - 60 days	70,708	(12,493)	58,215
	<u>212,272</u>	<u>(12,493)</u>	<u>199,779</u>
<b>2019</b>			
Not due	210,902	-	210,902
Due 0 - 60 days	29,447	(12,178)	17,269
	<u>240,349</u>	<u>(12,178)</u>	<u>228,171</u>
<b>Family takaful fund</b>			
<b>2020</b>			
Not due	45,461	-	45,461
Due 0 - 60 days	4,631	(602)	4,029
	<u>50,092</u>	<u>(602)</u>	<u>49,490</u>
<b>2019</b>			
Not due	<u>36,585</u>	-	<u>36,585</u>
	<u>36,585</u>	-	<u>36,585</u>



**31. Financial Instruments (continued)**

*Credit risk (continued)*

**(b) Aging of takaful receivables and trade and other receivables (continued)**

	Gross RM'000	Individual impairment RM'000	Net RM'000
<b>Company</b>			
<b>2020</b>			
Not due	66,574	-	66,574
Due 0 - 60 days	75,339	(13,095)	62,244
	<u>141,913</u>	<u>(13,095)</u>	<u>128,818</u>
<b>2019</b>			
Not due	68,560	-	68,560
Due 0 - 60 days	29,447	(12,178)	17,269
	<u>98,007</u>	<u>(12,178)</u>	<u>85,829</u>

There is no collective impairment allowance for takaful receivables and trade and other receivables as at the end of the reporting period.

The allowance account in respect of receivables is used to record impairment losses. Unless the Company is satisfied that recovery of the amount is possible, the amount considered irrecoverable is written off against the receivable directly.

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### 31. Financial Instruments (continued)

#### *Liquidity risk*

The Company monitors daily the cash flows and holds a sufficient quantity of financial assets that can readily be converted into cash to meet contractual and regulatory financial obligations and to undertake new transactions.

#### *Maturity profile of financial liabilities*

The maturity profile of the Company's financial liabilities which include takaful contract liabilities, takaful payables and trade and other payables as at the end of the reporting period based on remaining undiscounted contractual obligations, including profit payable are payable within a year.

For takaful contract liabilities, maturity profiles are determined based on estimated timing of net cash outflows from recognised takaful liabilities. The retakaful's share of unearned contributions have been excluded from the analysis as these are not contractual obligations.

The maturity profile of the Company's lease liabilities as at end of reporting period based on undiscounted contractual payments are summarised in table below:

	Carrying Amount RM'000	Discount rate %	Contractual cash flows		More than 5 years		
			Under 1 year RM'000	1-2 years RM'000	2-5 years RM'000	5 years RM'000	
2020							
Lease Liabilities	77,379	3.1 to 4.7	105,312	7,414	7,687	21,489	68,722
2019							
Lease Liabilities	81,424	4.4 to 4.7	113,090	7,591	7,591	22,306	75,602

#### *Operational risk*

Operational risk relates to the risk of potential loss from a breakdown in internal processes, systems, deficiencies in people and management or operational failure arising from external events. The Company mitigates operational risk by establishing appropriate policies, internal control and procedures and contingency planning.

**31. Financial Instruments (continued)**

***Market risk***

Market risk is the risk of potential losses of income or market value due to fluctuations in factors such as profit rates, foreign exchange rates, equity prices or change in volatility or a combination of such factors. The Company is mainly exposed to profit rate risk and equity risks for its investment activities.

***(a) Profit rate risk of financial assets***

The Company accounts for fixed rate financial assets at fair value through profit or loss. Therefore, these financial assets are exposed to a risk of change in their fair value due to changes in profit rates. When profit rates move up, the fair value of the financial assets will move down, and vice versa.

Profit rate risk is an external factor which is beyond the Company's control. However the Company regularly monitors the profit rate movement. The financial assets purchased are also intended to be held to maturity; hence an upward movement in the profit rate will only result in unrealised losses in the financial statements.

The analysis below assumes that all other variables remain constant and the Company's Islamic debt securities fair value moved in correlation with the prevailing market rate of return:

	Change in variables	Impact on profit or loss / surplus		
		Takaful operator	Family takaful fund	Company
	%	RM'000	RM'000	RM'000
<b>2020</b>				
Rate of return	+1	(8,061)	(108,108)	(116,169)
Rate of return	-1	8,061	108,108	116,169
<b>2019</b>				
Rate of return	+1	(8,381)	(83,729)	(92,345)
Rate of return	-1	8,381	83,729	92,345

***(b) Equity risk***

Equity risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate caused by changes in market prices (other than those arising from rate of return risk). These changes may be caused by factors specific to the individual financial instruments or its issuer or factors affecting similar financial instruments traded in the market.

The Company's equity risk exposure relates to financial assets and financial liabilities where its values may fluctuate as a result of changes in market prices.

The Company's exposure to equity is indirect through the investment-linked unit funds whereby the risks are borne by participants.

**31. Financial Instruments (continued)**

*(b) Equity risk (continued)*

The analysis below assumes that all other variables remain constant and the Company's equity investments moved in correlation with FTSE Bursa Malaysia Emas Shariah Index ("FBMSHA") and Dow Jones Islamic Market Greater China Index ("DJIMGC").

	Change in variables %	Impact on surplus 2020 RM'000	2019 RM'000
FBMSHA	+10	195,297	144,278
FBMSHA	-10	(195,297)	(144,278)
DJIMGC	+10	14,246	7,522
DJIMGC	-10	(14,246)	(7,522)

**Fair value information**

The carrying amounts of cash and cash equivalents, short term receivables and payables reasonably approximate their fair values due to the relatively short term nature of these financial instruments.

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statement of financial position.

	Fair value of financial instruments carried at fair value			Total fair value RM'000	Carrying amount RM'000
	Level 1 RM'000	Level 2 RM'000	Total RM'000		
<b>Company</b>					
<b>2020</b>					
Malaysian government investment issue	-	197,974	197,974	197,974	197,974
Islamic debt securities	-	1,530,233	1,530,233	1,530,233	1,530,233
Equity securities	1,952,969	-	1,952,969	1,952,969	1,952,969
Unit trust fund	233,220	-	233,220	233,220	233,220
	<u>2,186,189</u>	<u>1,728,207</u>	<u>3,914,396</u>	<u>3,914,396</u>	<u>3,914,396</u>
<b>2019</b>					
Malaysian government investment issue	-	159,465	159,465	159,465	159,465
Islamic debt securities	-	1,310,279	1,310,279	1,310,279	1,310,279
Equity securities	1,442,777	-	1,442,777	1,442,777	1,442,777
Unit trust fund	136,338	-	136,338	136,338	136,338
	<u>1,579,115</u>	<u>1,469,744</u>	<u>3,048,859</u>	<u>3,048,859</u>	<u>3,048,859</u>

**31. Financial Instruments (continued)****Fair value information (continued)**

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

**Level 1 fair value**

Level 1 fair value is derived from quoted price (unadjusted) in active markets for identical financial assets or liabilities that the entity can access at the measurement date.

**Level 2 fair value**

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the financial assets or liabilities, either directly or indirectly.

*Transfers between Level 1 and Level 2 fair values*

There has been no transfer between Level 1 and 2 fair values during the financial year (2019: no transfer in either directions).

**Level 3 fair value**

Level 3 fair value is estimated using unobservable inputs for the financial assets and liabilities.

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## 32. Capital commitments

	2020 RM'000	2019 RM'000
<b>Capital expenditure commitments</b>		
<b>Intangible assets</b>		
Authorised but not contracted for	521	7,475
Contracted but not provided for	591	5,544
	<u>1,112</u>	<u>13,019</u>

## 33. Regulatory capital requirements

The capital structure of the Company as at 31 December 2020, as prescribed under the Risk Based Capital Framework for takaful operators (RBCT) is provided below:

	2020 RM'000	2019 RM'000
<b>Eligible Tier 1 Capital</b>		
Ordinary share	100,000	100,000
Reserves, including retained earnings	494,693	430,217
	<u>594,693</u>	<u>530,217</u>
<b>Tier 2 Capital</b>		
Revaluation Reserve	1,925	1,925
	<u>1,925</u>	<u>1,925</u>
Amounts deducted from capital	(188,838)	(139,601)
<b>Total capital available</b>	<u>407,780</u>	<u>392,541</u>

## 34. Comparatives

During the year, the Company made reclassification to the comparative in note 8 to financial statements to conform with current year's presentation, resulting in the financial statements providing more relevant information about the effects of the transaction on the Company's financial position.

	31.12.2019	
	As restated RM'000	As previously restated RM'000
<b>Note 8 - Trade and other receivables</b>		
Due contribution	43,630	29,447
Other receivables	15,604	29,787
	<u>59,234</u>	<u>59,234</u>

The reclassification have no impact on the Company's prior year overall results and financial position.

## **Prudential BSN Takaful Berhad**

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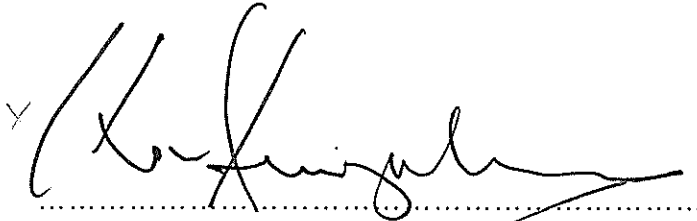
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### **Statement by Directors pursuant to Section 251(2) of the Companies Act 2016**

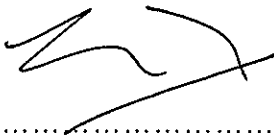
In the opinion of the Directors, the financial statements set out on pages 39 to 108 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Company as of 31 December 2020 and of its financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:



**Rossana Annizah Binti Ahmad Rashid**

Director



**Lilian Ng Lup-Yin**

Director

Date: 11 February 2021

# Prudential BSN Takaful Berhad

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## Statutory declaration pursuant to Section 251(1)(b) of the Companies Act 2016

I, New Kheng Chee, the officer primarily responsible for the financial management of Prudential BSN Takaful Berhad, do solemnly and sincerely declare that the financial statements set out on pages 39 to 108 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act, 1960.

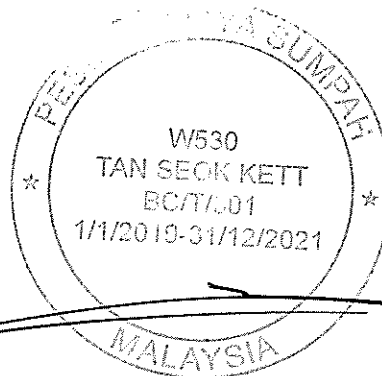
Subscribed and solemnly declared by the abovenamed, New Kheng Chee, NRIC: 750406-10-5535 at Kuala Lumpur in the Federal Territory on 11 February 2021.



.....  
**New Kheng Chee**

Before me:

Lot 333, 3rd Floor, Wisma MPL,  
Jalan Raja Chulan,  
50710 Kuala Lumpur.







KPMG PLT  
(LLP0010081-LCA & AF 0758)  
Chartered Accountants  
Level 10, KPMG Tower  
8, First Avenue, Bandar Utama  
47800 Petaling Jaya  
Selangor Darul Ehsan, Malaysia

Telephone +60 (3) 7721 3388  
Fax +60 (3) 7721 3399  
Website [www.kpmg.com.my](http://www.kpmg.com.my)

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PRUDENTIAL BSN TAKAFUL BERHAD**

(Company No. 200601020898 (740651-H))  
(Incorporated in Malaysia)

### **Report on the Audit of the Financial Statements**

#### **Opinion**

We have audited the financial statements of Prudential BSN Takaful Berhad, which comprise the statement of financial position as at 31 December 2020, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 39 to 108.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at 31 December 2020, and of its financial performance and its cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

#### **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 auditors' 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 information included in the Directors' Report, but does not include the financial statements of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Company does not cover the Directors' Report 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 annual report and, in doing so, consider whether the Directors' Report 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 the Directors' Report, 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 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 ability of the Company 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.



### **Auditors' Responsibilities for 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 skepticism throughout the audit. We also:

- 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.
- 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 internal control of the Company.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- 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 ability of the Company 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.
- 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 gives a true and fair view.

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.



### **Other Matter**

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.

**KPMG PLT**  
(LLP0010081-LCA & AF 0758)  
Chartered Accountants

**Mok Wan Kong**  
Approval Number: 02877/12/2022 (J)  
Chartered Accountant

Petaling Jaya  
11 February 2021