

# CODE OF CONDUCT & BUSINESS ETHICS

The following Code of Conduct shall be strictly adhered to by all Officers of MNRB Holdings Berhad. All Officers are to ensure that their conduct complies with the spirit of this Code.

## 1. BASIC PRINCIPLE

An Officer should conform strictly to the laws and regulations of Malaysia, as well as to accepted standards of business ethics, both locally and overseas, including those set out in this Code.

## 2. CONFLICT OF INTEREST

To avoid possible conflicts of interest and/or being imposed with a situation where an interest, benefit or right due to the Company has to be compromised, an Officer may not either directly or indirectly become involved in any venture, business or dealing either on their own or in partnership or with some other person or persons, unless prior written approval has been obtained from the President & GCEO.

## 3. ILLEGAL GRATIFICATION AND CORRUPT PRACTICES

### Solicitation and/or Acceptances of Corrupt Payments

An Officer shall not solicit or accept gratification of any kind, be it in cash, gift or favour, either directly or indirectly or through another person or from any enterprise, in return for doing anything or refraining from doing anything relating to a business transaction between his principal and the enterprise.

### Making Corrupt Payments

An Officer shall not offer, give or promise any gratification of any kind, directly or indirectly, to any employee of an enterprise or agent thereof as a means of persuading that person to do or refrain from doing anything relating to a business transaction between his principal and the enterprise. In particular, this prohibition applies to dealings with Government Departments, Statutory Bodies and Agencies.

### Commissions

An Officer is not permitted to accept or pay commissions, or percentage of a commission as part of any payment arising from a commercial transaction other than to those legally entitled to such amounts.

## 4. GIFTS

It is appreciated that it is a common practice in Malaysia for firms having dealings with a company to send employees of that company gifts at festival times and at different occasions. This practice is not forbidden but such must be restricted to gifts of consumable goods (foods and drinks), flowers and other items of nominal value. The receipt of any other kind of gifts, directly or indirectly or the payment of bills incurred by an executive, by an enterprise having a business transaction, or any agent or any employee of such an enterprise, is strictly forbidden. If such gifts are offered, they must be refused on the grounds that they contravene Company regulations. It is the responsibility of an Officer to obtain permission from his Head of Division if he is in doubt as to whether a gift can be accepted due to its value.

## 5. ENTERTAINMENT

The entertainment of an Officer by a person or enterprise having a business transaction with the Company should be restricted to within reasonable bounds. Lavish entertainment which could influence an Officer in the performance of his duties is strictly forbidden.

# SUSTAINABILITY STATEMENT

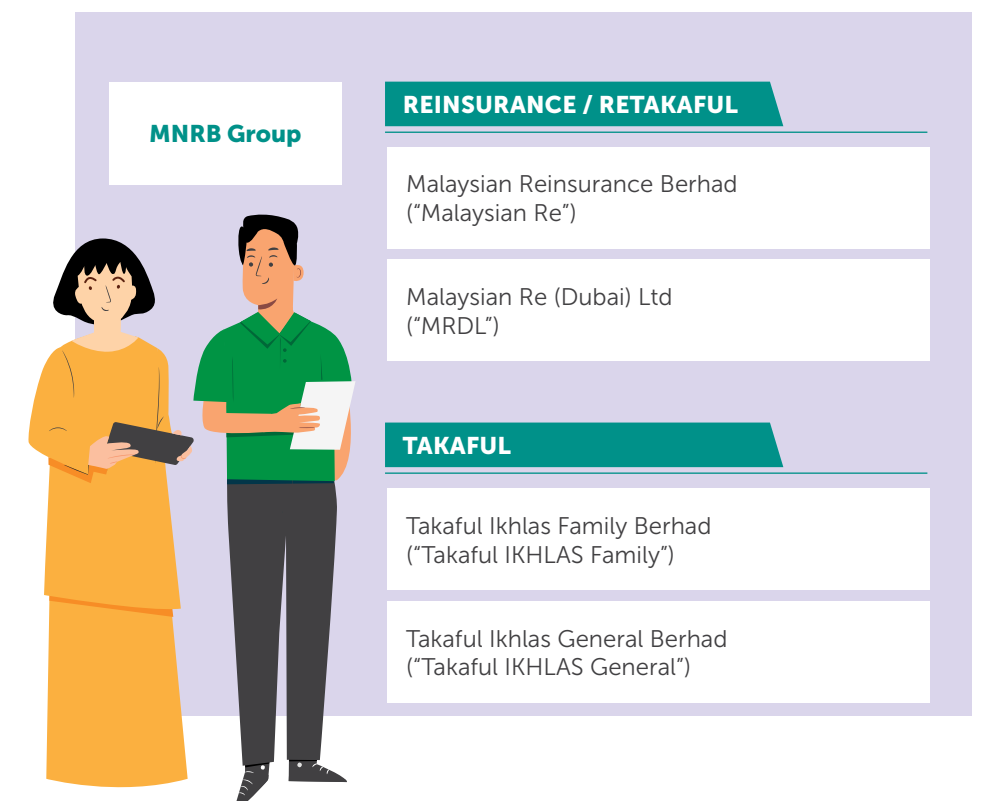
## ABOUT THE SUSTAINABILITY STATEMENT

**The Financial Year ended 31 March 2021 ("FY2021") is undoubtedly an exceptionally challenging year for all, due to the global COVID-19 pandemic. The pandemic and the ensuing periods of Movement Control Order ("MCO") posed tremendous challenges not only to individual's physical and mental health but also to the national economy. Conversely, we saw some positive impact to the environment with the halt of economic and physical activities during the MCO and various government lockdowns worldwide. Meanwhile, various government interventions have been put in place to flatten the curve of infection.**

The current situation has changed the landscape of many industries, including (re)insurance and (re)takaful. In response to the spontaneous economic effects caused by the pandemic, governments across the globe have responded with monetary and fiscal measures to boost up their economies. The Malaysian government too has announced several stimulus measures with the objectives of protecting the rakyat, supporting businesses and strengthening the economy. The pandemic has nevertheless triggered a renewed desire to protect the environment, which may have been side-lined in the aspiration for development. For instance, during the lockdowns in India, the Himalayas became visible as polluted air dispersed. In Malaysia, rivers became cleaner as economic activities were paused during the MCO, eliminating waste-dumping into the rivers.

The MNRB Group, in continuing our sustainability journey, remain committed to balancing our economic performance with responsible environmental and social considerations across our entities. Our aim in our sustainability journey is to deliver a sustainable performance and good stakeholder value whilst ensuring long-term value creation.

Our Sustainability Statement (the Statement) serves to disclose the progress of our sustainability initiatives, performance and achievements for FY2021. This Statement covers the operations of MNRB Holdings Berhad and its subsidiaries (collectively referred to as the "MNRB Group" or "we" or "our" or "us"). Our sustainability framework and reporting approach is guided by the Sustainability Reporting Guidelines and Toolkits issued by Bursa Malaysia Securities Berhad ("Bursa Malaysia"). Where applicable, comparable information from previous years have been included.



SUSTAINABILITY STATEMENT

CONTINUING OUR SUSTAINABILITY JOURNEY

OUR SUSTAINABILITY APPROACH

We believe that the success of our business is also contributed by our ability to identify and address economic, environmental and social ("EES") issues, which represent the risks and opportunities relevant to our business. We continue to adopt the UN Sustainable Development Goals ("UN SDG") as a guide to our Sustainability Approach, as we implement our sustainability agenda around our key themes:

EMBRACING A SUSTAINABLE FUTURE

- Building long-term and mutually beneficial relationships with local and international insurers and takaful operators towards ensuring sustainability of the insurance and takaful ecosystem;
- Understanding clients' expectations and continuously enhancing reliability of our products and services;
- Providing specialised products and services for various segments of the market;
- Upholding best practice corporate governance across the MNRB Group;
- Strengthening IT systems and protecting confidential information of our stakeholders; and
- Applying technological innovation to enhance process efficiency, support comprehensive business analysis and enrich customers' experience.

Please refer to pg 34

EMPOWERING OUR PEOPLE

- Retaining and engaging our employees through continuous training and professional developments; and
- Nurturing our talents through individual development plans and succession planning programmes.

Please refer to pg 49

EMBRACING CORPORATE RESPONSIBILITY

- Contributing to enhancement of well-being of local communities through corporate responsibility and value-based intermediation programmes;
- Fostering growth of the local insurance and takaful industry through market training and scholarship programmes; and
- Continuously mitigating environmental impact arising from our business operations.

Please refer to pg 61

SUSTAINABILITY STATEMENT

OUR SUSTAINABILITY GOVERNANCE

The MNRB Group's sustainability strategy and performance are overseen by the Board of Directors and reinforced by the Risk Management Committee of the Board ("RMCB"), the Group Management Risk & Compliance Committee ("GMRCC") and the Sustainability Working Group ("SWG"). The membership and responsibilities of the SWG are set out in our SWG Terms of Reference.

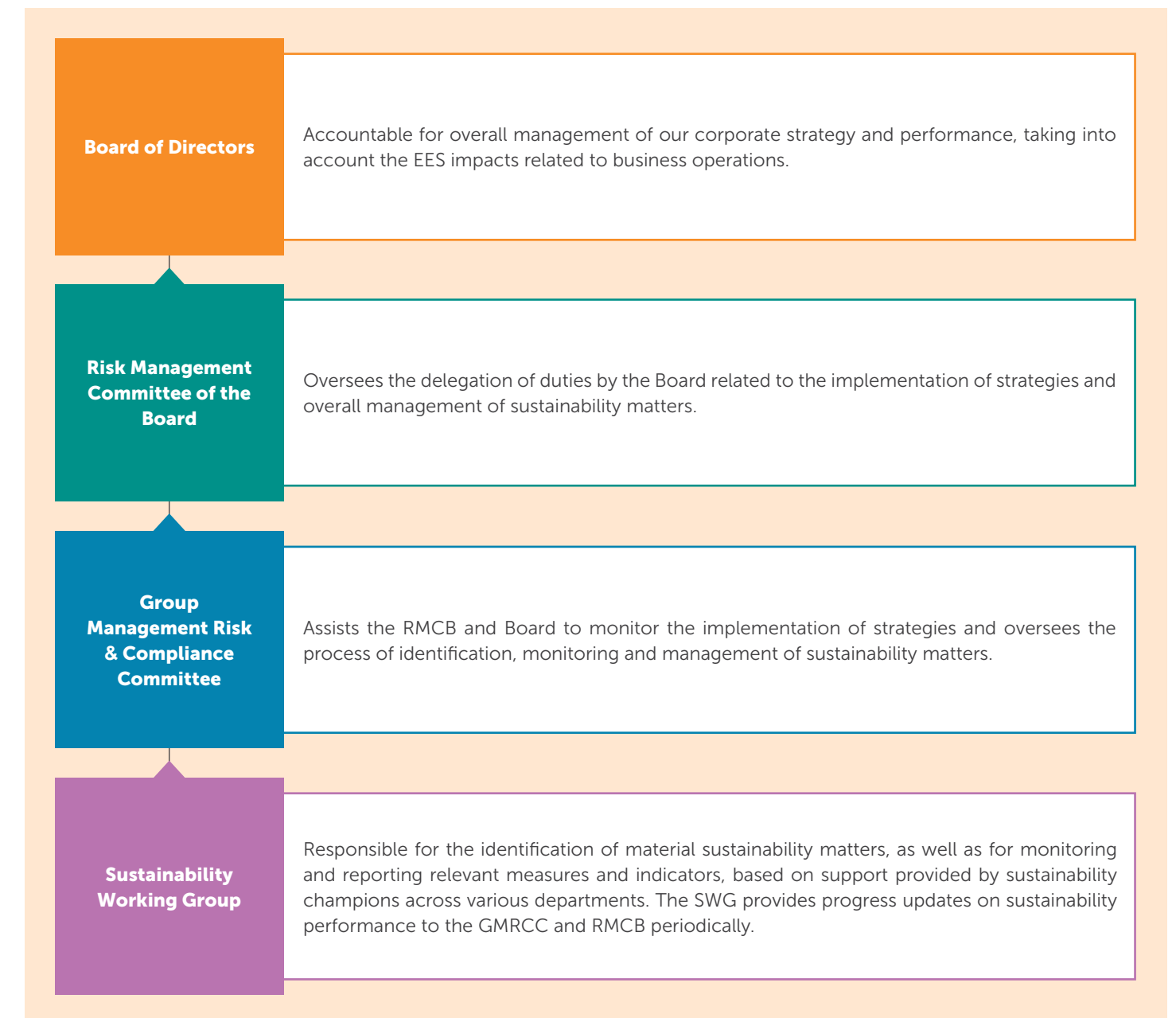


Diagram 1: Sustainability Governance

SUSTAINABILITY STATEMENT

**MATERIALITY ASSESSMENT – HARMONISING BUSINESS & STAKEHOLDER PERSPECTIVES**

The Group continues to adopt a structured approach to sustainability materiality assessment as recommended by the Bursa Malaysia Sustainability Reporting Guide. Over the course of FY2021, we re-evaluated the materiality assessment process and expanded the scope of stakeholder engagement to cover both key internal and external stakeholder groups.

Throughout the process, we remain committed to our four-step approach on harmonising business needs with stakeholders' interests as summarised in **Diagram 2** below. Our aim is to annually evaluate our business conditions and decide as to whether to review our materiality assessment process.

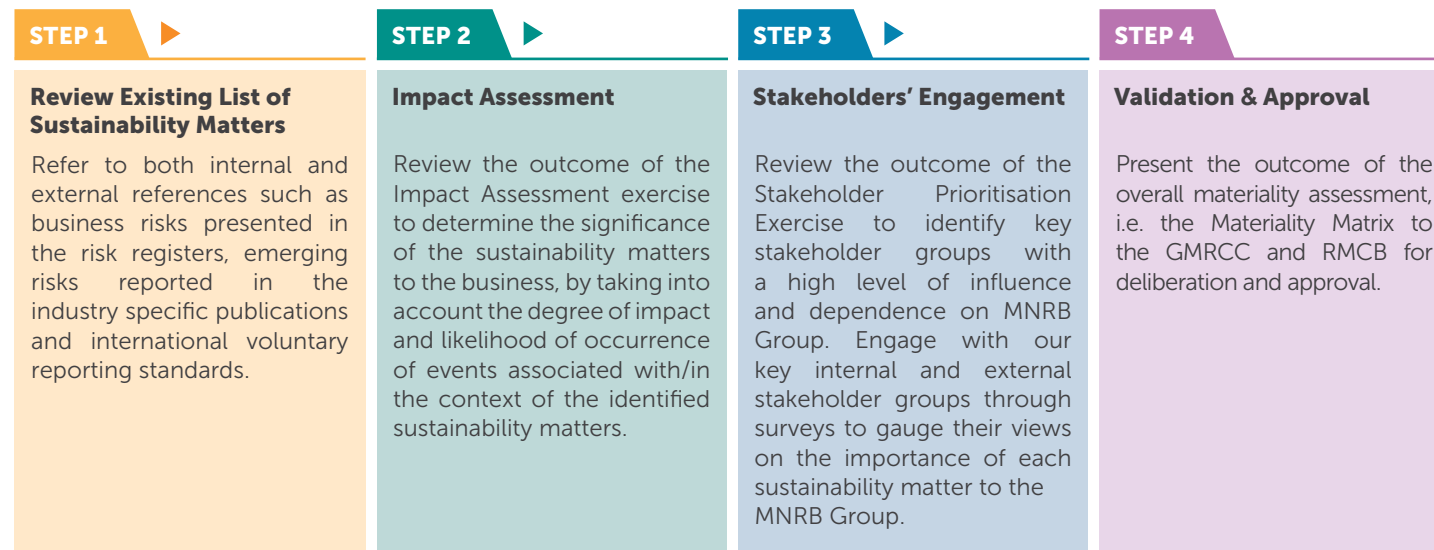


Diagram 2: Materiality Assessment Process

As shown in **Diagram 3**, the Board of Directors, Regulators/Government Bodies, Investors/Shareholders, Agents, Employees and Clients are perceived as key stakeholder groups with a high level of influence and dependence on the MNRB Group.

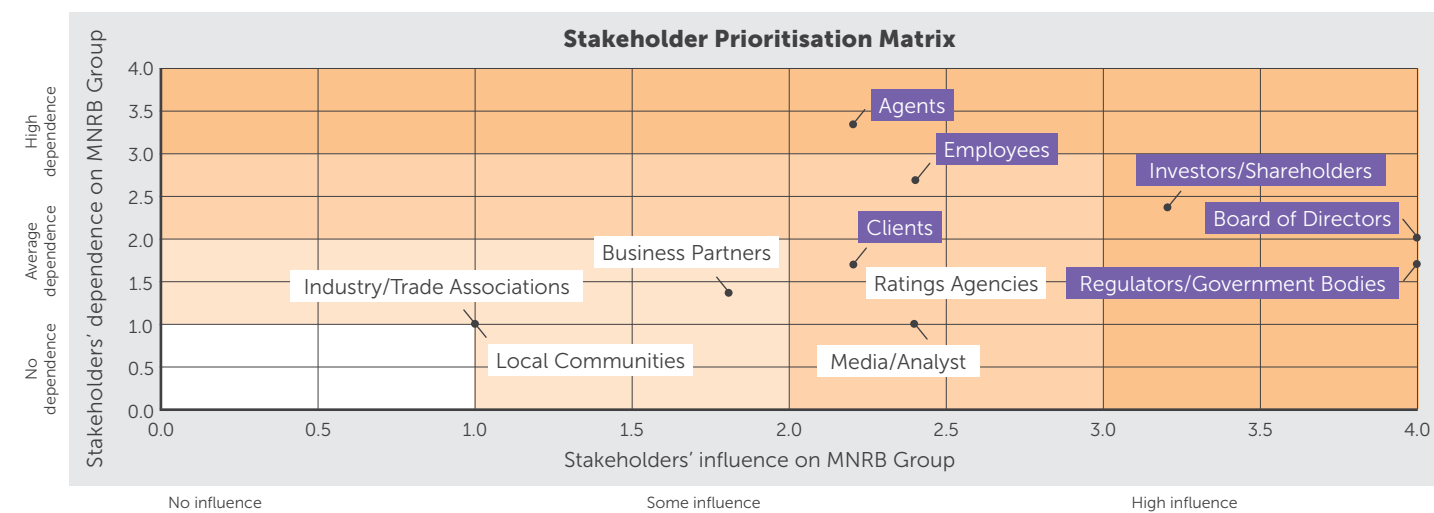


Diagram 3: Stakeholder Prioritisation Matrix

SUSTAINABILITY STATEMENT

**Diagram 4** below illustrates our Materiality Matrix. Our sustainability matters are grouped into three (3) themes, i.e. "Embracing a Sustainable Future", "Empowering our People" and "Embracing Corporate Responsibility". **Customer Satisfaction, Technology & Innovation, Responsible Products & Services, Value-based Collaboration, Developing Talents and Cybersecurity** are our top six (6) material sustainability matters which are of high importance to our stakeholders and business. The efforts to manage and monitor the MNRB Group's performance in these six areas are discussed in the subsequent sections of our Statement.

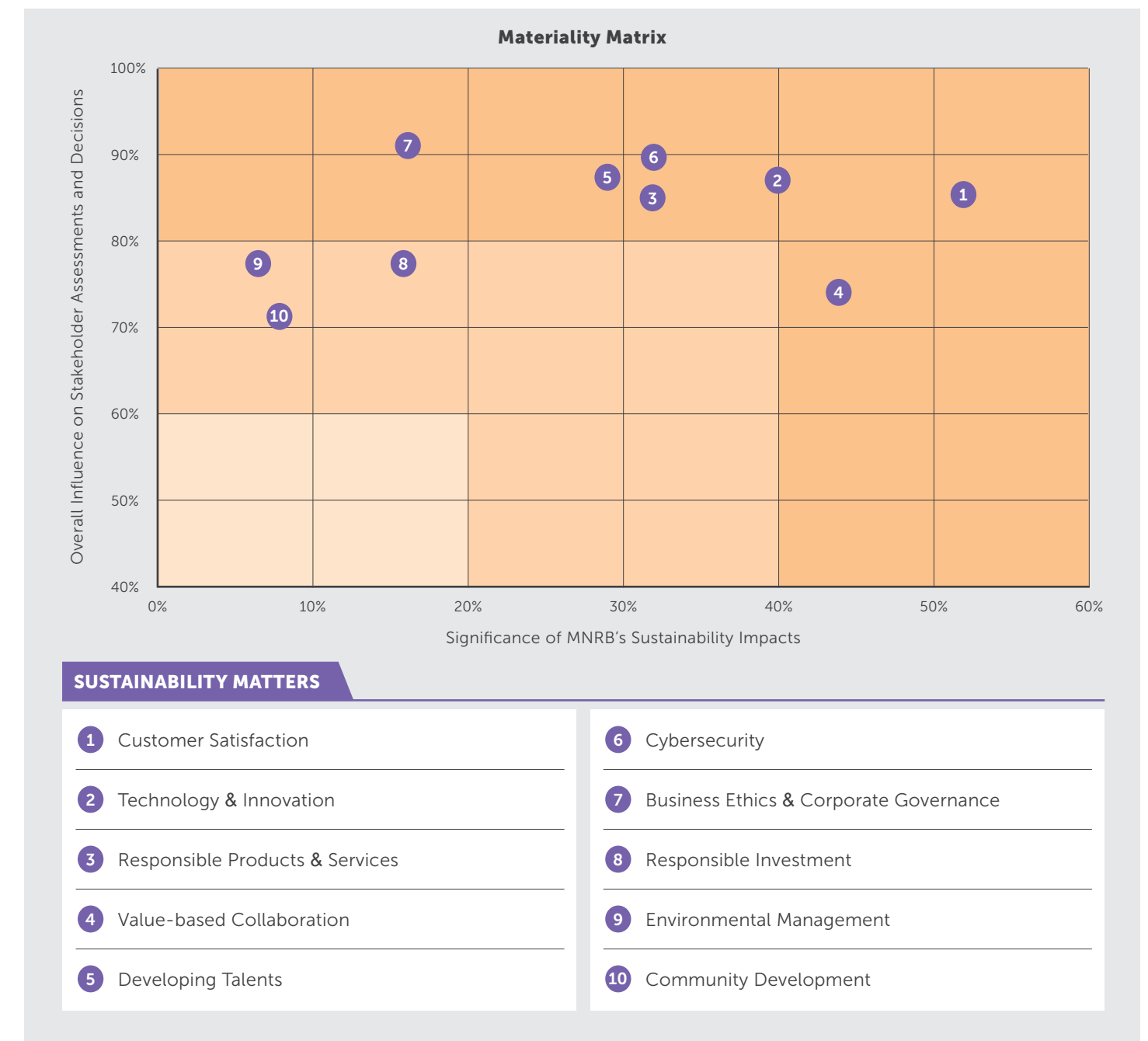


Diagram 4: Materiality Matrix

SUSTAINABILITY STATEMENT

VALUE CREATED FOR THE BUSINESS & STAKEHOLDERS

EMBRACING A SUSTAINABLE FUTURE

Customer Satisfaction



We aspire to continuously engage with our clients and deliver excellent customer experience, as we progress with our business growth and long-term sustainability objectives. We remain responsible and responsive to provide solutions which cater to our customers' specific needs. This includes additional propositions which enhance the value of product and service offerings we provide to our customers.

We have dedicated Customer Relationship Management ("CRM") functions within Malaysian Re and Takaful IKHLAS (Takaful IKHLAS Family & Takaful IKHLAS General) to attend to our customers' needs. At Takaful IKHLAS, our Customer Service Charter serves as a key guidance in building lifelong relationships with our clients through positive customer experience. We engage our customers and stakeholders across relevant touchpoints to better understand their expectations and improve customer experience. We endeavour to provide requisite updates to enquiries and promptly address any complaints within our targeted turnaround time. Our complaints handling procedure is based on BNM's Complaints Handling Guideline.

Client touch-points across the MNRB Group



Other technological solutions used to enhance client interaction

Malaysian Re – Customer Relationship Management System	Takaful IKHLAS – Online Customer Account ("OCA") & Call Management System ("CMS")
A centralised customer management system deployed in Malaysian Re to facilitate customer data management while enabling the company to identify and address clients' needs in a more targeted manner.	An improved customer engagement system that helps Takaful IKHLAS to increase its touchpoints for client interaction.

In line with the BNM's Policy Document on Fair Treatment of Financial Consumer ("FTFC"), we continue our effort in undertaking relevant awareness programmes implemented for internal stakeholders and takaful participants, based on the mechanisms which were put in place since April 2020. We aim to continuously uphold the FTFC objectives to inculcate high standards of responsibility and professionalism in our business conduct, promote a culture where interests of financial consumers are an integral part of our business strategies and operations, effectively manage our risk and provide confidence that we always act fairly in our dealings with our customers.

Over the years, we continue to incorporate our customers' feedback into enhancement of our offerings in providing solutions which meet their needs. We believe that positive customers' experience is a main motivation towards loyalty and further business expansion.

i) The following table highlights the performance outcomes relating to the effectiveness of customer service at Takaful IKHLAS over a three-year (3-year) financial period from FY2019 to FY2021:

Company	Actual Turnaround Time ("TAT")			Corrective Measures Taken			Remarks
	FY2019	FY2020	FY2021	FY2019	FY2020	FY2021	
Takaful IKHLAS Family	14 Days	14 Days	14 Days	15 Days	15 Days	14 Days	Close monitoring and follow up with complaint handlers contributed towards better TAT.
Takaful IKHLAS General	14 Days	14 Days	14 Days	11 Days	5 Days	4 Days	

Notes:  
The 12-month reporting period covers the months of April to March.

SUSTAINABILITY STATEMENT

ii) The following table highlights the number of customer complaints received and resolved at Takaful IKHLAS over the three-year (3-year) financial period from FY2019 to FY2021:

Company	Number of Complaints Received			Number of Complaints Resolved			Remarks
	FY2019	FY2020	FY2021	FY2019	FY2020	FY2021	
Takaful IKHLAS Family	77	105	143	100% resolved	100% resolved	100% resolved	Started to record First Contact Resolution ("FCR") complaints cases with effect from January 2020, hence the significant increase of complaints recorded in FY2021 as compared to FY2020.
Takaful IKHLAS General	39	61	61	100% resolved	100% resolved	100% resolved	Managed to maintain the number of complaints cases for two financial year in a row as a result of improved complaints handling process and close monitoring by oversight team and Senior Management.

Notes:  
The 12-month reporting period covers the months from April to March.  
Customer complaints were recorded during the reporting period and resolved within the TAT.

During the year, as everyone adjusted to the MCO routine, our Takaful IKHLAS entities continue reaching out to customers and the public, mainly via frequent updates on our website and social media platforms. Information on Takaful IKHLAS' products and services are available at [www.takaful-ikhlas.com.my](http://www.takaful-ikhlas.com.my) and we are accessible anytime via e-mail at [ikhlascare@takaful-ikhlas.com.my](mailto:ikhlascare@takaful-ikhlas.com.my), which is one of our contact channels.

In enhancing accessibility to our contact centres during the MCO, Takaful IKHLAS has deployed a softphone capability to enable our contact centre personnel to work from home and manage the continuity of our services. This capability shall continue beyond MCO and will allow for flexibility in our future working policy. Meanwhile, for branch counter services, our key branches have remained open for the duration of the MCO, albeit with reduced capacity, to manage business accessibility and continuity whilst protecting the safety and health of our branch personnel.

Additionally, over the period, various programmes and campaigns have been initiated as some form of relief measures for customers, whilst enduring through the impact of the pandemic. These include:

- Takaful IKHLAS Relief: #weprotecteveryone campaign to extend complimentary financial benefits to all IKHLAS Motor Takaful, Fire Takaful and Personal Accident ("PA") Takaful including Group PA Takaful participants during the period 1 February 2021 to 31 July 2021;
- COVID-19 Takaful Contribution Deferment Programme for Family Takaful, Medical and Investment linked certificate which has been further extended to 31 December 2021;
- COVID-19 Cash Relief for Family Takaful certificate holders who are diagnosed positive COVID-19 from the period of 8 January 2021 to 31 March 2021; and
- COVID-19 IKHLAS Motor Takaful Relief Programme, a temporary revision of Motor Private Car comprehensive cover for eligible participants from the period of 24 April 2020 to 23 June 2020.

Additionally, in managing claims arising from flood event during the monsoon season from November 2020 to March 2021, Takaful IKHLAS General has initiated a Flood Fast Track claims initiative which allows for minimal documentation submission by participants and expeditious claims approval. The fast and fair claims services for our customers after an event of natural disaster help to provide a form of financial relief in facing the adversity and distress.

Meanwhile, for Takaful IKHLAS Family participants, the OCA has been expanded to include Investment Linked Takaful Statement which is now available online for reference or inquiry.



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Technological Innovation



At the Group, we realise that technological innovation is a vital tool to enable businesses to drive efficiency, address evolving risks and enhance profitability. We have embodied technological innovation within our High-Performance Culture ("HPC") programme to enable faster, simpler solutions that strengthen our role as a responsible service provider.

Key Initiatives to Improve Process Efficiency through the Application of Innovative Technology  
\*New

Group

Robotic Processing Automation ("RPA")

RPA is well known for its capability on speed, efficiency and accuracy which is unachievable by normal human workforce. RPA facilitates improvement especially in routine business operation.

RPA pilot initiatives have been tailored for operational remedies on managing change in a sustainable manner. The knowledge gained is carried forward to the subsidiaries to further tap into the value of RPA.

RPA creates better employee experience by shifting from mundane, repetitive tasks to more meaningful scope of work such as analysis and process improvements.

Human Capital Management System ("HCMS") Modernisation

A HCMS that provides an intelligent HR solution in managing payroll, benefit and compensation, appraisal, learning and talent management, which facilitates HR management needs.

- Streamlines payroll processing and ensures employees' payroll is compliant with Malaysian law and legislation.
- Facilitates staff performance review process through setting up KPI planning, assessment/evaluation process and review periods to ease performance cycle to fit the Group requirements.

Document Management System ("DMS")

DMS provides a central repository for documents originating from different sources and streamline them into a single source document retrieval to facilitate day-to-day business activities.

- Central repository for all business and management documents with high performance retrieval ability, accessible by multiple departments to facilitate daily tasks.
- The documents stored are managed with adequate access control and permission as well as encryption for security purposes. Full audit trail is available to ensure confidentiality, integrity and availability of documents stored.
- The documents can easily be backed up and archived for future reference.
- It also minimizes paper usage by creating paper-less environment.

\* Revamp of MNRB's corporate website

A total revamp of MNRB's corporate website with better User Interface/User Experience ("UI/EX") will be undertaken by in-house developers.

The website content and layout will provide more relevant and comprehensive information to better serve the audience of the Group.

Key Initiatives to Improve Process Efficiency through the Application of Innovative Technology  
\*New

Group

Future Initiatives:

\*Ready Skill Programme

A Ready Skill Programme ("RSP") is designed with a purpose to build Technology Capability of our employees with focus on Agility, Intelligent Automation, Advanced Analytics, Digital Strategy, Next-Gen Data and Cyber Risk. This would empower employees through the use of digital tools, boosting their performance and customer service.

Malaysian Re

Business Intelligence & Business Objects ("BIBO")

Continuous efforts are underway to improve the reporting functionality of the BIBO System and user adoption.

BIBO continues to drive efficiency via an online reporting capability that enables data-driven decision-making. This provides us the agility to manoeuvre the required data and strengthen the reporting process.

\* AIR Worldwide CAT modelling Tool

The tool provides a real time tracking of our Catastrophe modelling results, which enables the Company to make more informed decisions for the benefit of the management and our clients.

\* Customer Relationship Management ("CRM")

Our CRM System facilitates the centralization of the management of customer information and track customer relationship interactions related to business development activities, enabling users to work efficiently.

- It maximizes the value of our existing customer base whereby customers' data is stored in a single database which mitigate customer data errors.
- It enables users to view the customer's complete history.
- It allows delineation of which customers are most important and focus more effort towards increasing their value.

\* Business to Business ("B2B") Integration with Global Reinsurance & Large Commercial ("GRLC") Standards

The B2B integration would digitize the message exchange including technical account and claim movement between Malaysian Re and brokers who are ready with GRLC standards. This will improve premium recognition and claims management, which could indirectly attract other key brokers.

The Company would bring onboard the GRLC capabilities and manage the change from manual to digital operation process.

SUSTAINABILITY STATEMENT

SUSTAINABILITY STATEMENT

**Key Initiatives to Improve Process Efficiency through the Application of Innovative Technology**  
\*New

**Takaful IKHLAS Family**

<b>Agency Portal Point-of-Sales ("i-POS") System</b>	In addition to its current function, i.e. to monitor proposal submissions, manage certificate distribution and act as a medium of communication with our agents, this newly enhanced system is now more user-friendly. It provides direct linkage to quotations and sales illustrations, generates financial needs analysis and enables online underwriting and approvals.
<b>i-Family System</b>	This system provides a full and fresh back-end certificate administration with end-to-end functionalities such as new business, certificate servicing, claims, benefits payable, re-takaful and finance integration module.  It has a workflow capability and automated documentation process that provide efficient document tracking, from scanning up to archiving. This helps to streamline work processes for proposal and certificate administration.
<b>i-SMART Mobile Application</b>	i-SMART is a front-end application which enables our agents and bancatakaful distributors to use mobile platforms to facilitate paperless new business sales and submission process.  It performs financial needs analysis to determine the customer's best fit financial needs. It generates sales illustrations, includes payment gateways, allows recurring payment facility, as well as enables tracking of agents' field activities.
<b>New Mobile Application ("PRIME")</b>	PRIME is an intended replacement of the current i-Smart front-end application, to enhance ability of agents and bancatakaful distributors in leveraging mobile platforms to facilitate paperless new business sales and submission process.  <ul style="list-style-type: none"> <li>It maximizes the value of our existing agents' and banca distributors' mobility as the PRIME enables generation of quotation and sales illustration via direct e-submission at the point of sales. The PRIME includes online payment functionality.</li> <li>The PRIME enables seamless integration of proposal e-submission to our back-office system, improving turnaround time for certificate acceptance.</li> </ul>
<b>Online Customer Account ("OCA")</b>	This initiative takes the form of self-service OCA that allows customers to register and perform enquiries about their certificate status, payment due, contribution amount and document references such as income tax and e-certificate.
<b>* Development of new Web Transactional Portal ("WTP")</b>	Development of WTP to introduce new products to direct consumers and allow the customers to sign up for simple Family Takaful products online.
<b>* Partner's Application Programming Interface ("API") Portal</b>	A new Partner's API portal that would host a comprehensive set of APIs would enable seamless partners onboarding to IKHLAS online platforms.  The API functionality is expected to enable seamless transactions and generate new revenue streams especially from technology platform partners.

**Key Initiatives to Improve Process Efficiency through the Application of Innovative Technology**  
\*New

**Takaful IKHLAS Family**

<b>* Artificial Intelligence ("AI") and Machine Learning ("ML")</b>	Incorporation of AI and ML into digital front-end applications to improve efficiency and create hyper personalization to our users.
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**Takaful IKHLAS General**

<b>Insurtech Initiative</b>	This initiative drives business innovation via collaboration with insurtech partners, which deploy simple yet appealing products e.g. travel PA takaful cover managed via online bus ticketing platform. This initiative will further drive takaful inclusion of the general population via on-demand travel micro-takaful plans.
<b>General Takaful System Re-engineering ("GTSR")</b>	The GTSR is a programme to refresh and improve the overall business process from front-end sales to back-end operations, including system upgrades and enhancements.  GTSR includes systems integration to expedite customers' experience. Customers could obtain immediate responses and experience good post-participation service.  Agency administration module is a portal which allows agents to monitor their performance and lodge a claim. It is a tool for agents to virtually access their statements, view their production and record data of prospects and future leads.
<b>* Development of Intermediary Digital Suite</b>	Development of a full range of digital front-end applications to support the intermediary businesses across web portals and mobile apps that covers: <ul style="list-style-type: none"> <li>Cradle-to-grave agent's mobile application</li> <li>Agency web application</li> <li>Management web application, e.g. web application for back-office usage, i.e. underwriting, marketing, etc.</li> </ul> This shall foster business growth in our intermediary channels and facilitate in increasing new agent recruitments.
<b>Motor Takaful Portal ("MTP")</b>	The MTP has improved user interface experience with the mobile-friendly portal with a simplified end-to-end process for New Business and Renewals. It also offers the capability to integrate with other online platforms.
<b>General Partnership Portal ("GPP")</b>	This GPP is mainly utilised by bancatakaful partners for issuance of certificate, endorsement enquiries and requests. It will be further enhanced to facilitate claim enquiries and requests.  The GPP enhances the process turnaround time and mitigates loss of documents in transit.

SUSTAINABILITY STATEMENT

Key Initiatives to Improve Process Efficiency through the Application of Innovative Technology  
\*New

Takaful IKHLAS General

<b>* Partner's Application Programming Interface ("API") Portal</b>	A new Partner's API portal that would host a comprehensive set of APIs would enable seamless partners onboarding to IKHLAS online platforms.  The API functionality is expected to enable seamless transactions and generate new revenue streams especially from technology platform partners.
<b>B2C Personal Accident System</b>	The Business to Customer ("B2C") Personal Accident System enables customers to obtain quotations, proposals and make payments online.  This system allows customers to directly acquire information on their certificates and coverages via a mobile-friendly interface that includes email and SMS notifications for status updates of certificates.
<b>IKHLAS-Q</b>	This is a pilot project to provide a user-friendly mobile application for sales agents to generate quotations for new vehicles.  The system aims to improve the overall turnaround time for new vehicle quotation requests and enhance both the sales agent and customer experience.
<b>* Artificial Intelligence ("AI") and Machine Learning ("ML")</b>	Incorporation of AI and ML into digital front-end applications to improve efficiency and create hyper personalization to our users.

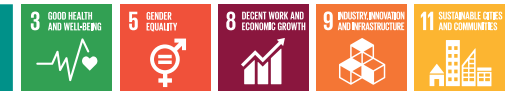
We value that digitalisation is key to enhance efficiency and accuracy of our business operation processes and enable our employees to focus more efforts into the more complex analysis and business strategies in providing better customer experience. We are further exploring the use of insurtech in providing end-to-end business solutions.

Moving forward, we will continue to capitalise on the latest technologies to enhance the MNRB Group's business operations and to develop and enhance our products and services. Some of the additional initiatives are:

- Invest in data analytics and technology to enable more efficient and effective processes to better serve customers' needs and maintain competitive edge.
- Align with changes impacting the industry, i.e. changing consumer expectations, emerging technology trends, data and analytics.

SUSTAINABILITY STATEMENT

Responsible Products & Services



Continuing our journey along with our Vision of "We Protect Everyone", we strive to provide reinsurance, retakaful and takaful solutions that protect our customers' resilience against emerging economic, environmental and social risks. From a sustainability perspective, additional focus is given towards risks that relate to climate change and the protection of underserved and unserved groups. We define responsible products and services as takaful and reinsurance solutions that effectively tackle the economic, environmental and social impediments faced by our stakeholders.

We work within our existing Underwriting Guidelines, Product Management Framework and Product Pricing Policy to design and develop products and services, including the offerings which address economic and environmental impact to various stakeholders especially those in underserved and unserved segments of the population. Our efforts to date, include:

Affordable Takaful Products

- Agro Madani:** Affordable Group Term Takaful ("GTT") and Group Personal Accident ("GPA"), specifically for Agrobank customers.
- Takaful Prihatin:** Affordable GTT and GPA for business owners.
- Takaful Amani Plus:** Affordable GTT and GPA.
- IKHLAS Basic Term Takaful:** Affordable Term Takaful.
- IKHLAS Value Term Takaful:** Affordable Term Takaful.
- IKHLAS Motor Comprehensive Plus Takaful:** An affordable and comprehensive motor takaful plan.
- IKHLAS Home Protect Takaful:** An affordable and comprehensive coverage designed for a homeowner.

Products for Specialised Communities

- Agro Mabur-i:** A GTT product that provides coverage for underserved segment qualified under Perlindungan Tenang.
- IKHLAS Bus Safe Ride:** Provides travel protection for bus passengers during their journey.
- Agro Nurani:** GTT and GPA products that provide coverage for disabled individuals registered with the Social Welfare Department.
- Agricultural Reinsurance:** A programme which protects against damage to crops and livestock.
- IKHLAS PTP Plus Takaful:** A private car comprehensive coverage specially designed for Perodua vehicle owners.
- IKHLAS Wanita Elegance Takaful:** A protection plan specially catered to financially assist in the struggles of female illnesses and cancers, including maternity risks.
- IKHLASlink Lady Secure Takaful Rider:** A protection plan specially catered for female participants to ease financial burden upon contraction of female-related illnesses.
- Long Term Houseowner for the government employees:** A plan which protects government employees' residential properties during period of financing.
- Takaful Kasih Plus:** An affordable Personal Accident coverage designed for Agrobank customers.

Products to address Climate Change

- Property & Engineering Reinsurance (Treaty & Facultative):** Reinsurance that protects property against natural disaster risks.

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Meanwhile, we continue to offer our value based **IKHLAS Waqf & Endowment ("IWE")** initiative for the community. The IWE provides complimentary Waqf and endowment benefits to individuals who participate in any of our general takaful plans. The IWE allocates RM1,000 for each general takaful certificate for donation to Waqf and endowment under the participant's name upon his/her accidental demise. The Waqf and endowment goes a long way to benefit the community and reflect as good deeds on the named individuals.

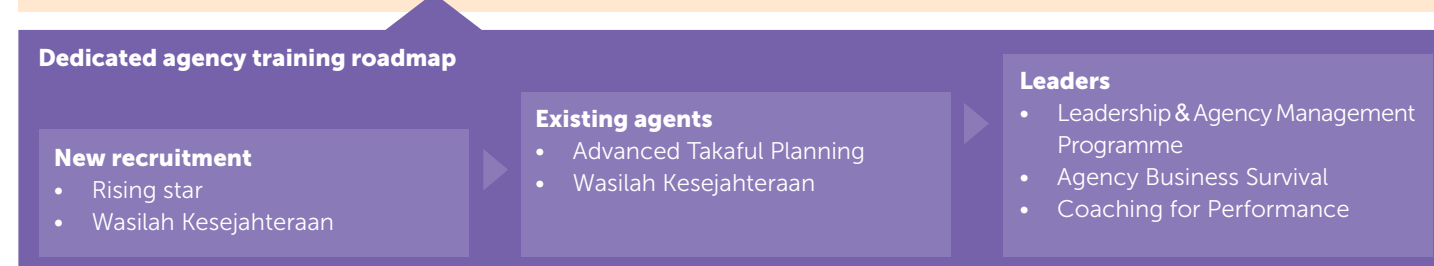
As the Group specialises in providing reinsurance, retakaful and takaful offerings, our reputation is built on the trust that our stakeholders have in us. This is highly dependent on the quality and credibility of our products and services, the advice and recommendation we provide our customers and the personal conduct and capability of our intermediaries. We strive to ensure our products and services are promoted in a responsible manner and that our customers are getting the appropriate information and advice on the coverage best suited to their needs.

For reinsurance and retakaful, Malaysian Re has adopted its licensed AIR's Catastrophe Modelling tool in underwriting, risk management and claims estimation, to support our corporate clients in assessing potential natural catastrophe events. Malaysian Re also own, manage and operate a Re.Banjir Flood Modelling ("Re.Banjir") tool and offers its use to the Malaysian insurance industry. Re.Banjir is a flood analysis tool, developed based on the best catastrophe modelling practices, which calculates the Probable Maximum Loss ("PML") for flood events in Malaysia. This then would enable the estimation of flood exposures for a better understanding of the effects of flood on the respective portfolios.

Further, Malaysian Re continues to organize technical training courses for our corporate clients' underwriters to scale up their risk analytics capabilities. These courses are offered to both domestic and international clients. Annual cedants' workshops further ensue as avenues to discuss on current market issues and sharing of knowledge.

For Takaful IKHLAS, we constantly ensure that our agents and other intermediaries are properly trained in sales conduct and product understanding. This responsibility is undertaken by our in-house training division, IKHLAS Academy, especially in managing training requirements for Takaful IKHLAS Family. A dedicated training programme, Agency Training Roadmap, for intermediaries has been developed by the IKHLAS Academy.

	Agency Training	Agency Code of Ethics	Balanced Score Card
<b>Objectives</b>	Enhanced training focused on client service, marketing skills and product knowledge	Set standards on code of conduct as per industry and Malaysian Takaful Association ("MTA") guidelines	To encourage agents to consider consumers' financial needs and circumstances, provide proper advice and ensure ethical and professional conduct
<b>Achievements</b>	<ul style="list-style-type: none"> <li>Boost agency production</li> <li>Dedicated agency training roadmap (see below)</li> </ul>	Agents equipped with knowledge on advisory principles, disclosure of underwriting info and ethical market conduct	<ul style="list-style-type: none"> <li>Increase agents' productivity from 2.6 to 3.6 cases per month</li> <li>Increase the number of active agents from 14.6% to 28.3%</li> </ul>



SUSTAINABILITY STATEMENT

//

For the commission on alternative energy, we are providing a

**2.5% Green Energy Incentives**

on eligible general takaful risks.

//

At Takaful IKHLAS, we ensure that our agents are equipped with knowledge in general advising principles, contract documentations, disclosure of underwriting information and ethical market conduct. We also endeavour that our agents always comply with the standards set by the industry's Agency Code of Ethics and Shariah principles and compliance. We further ensure our agents meet the required Continuing Professional Development ("CPD") hours as required by the MTA.

In fostering initiative towards addressing the issue on climate-related risks and its impact to the EES aspects, Takaful IKHLAS General is responding to this through an update to our Underwriting Guidelines. For the commission on alternative energy, we are providing a 2.5% Green Energy Incentives on eligible general takaful risks. We foresee this action would contribute to mitigate the effects of the climate change from an underwriting perspective.

Overall, sustainability requires meaningful convergence between our EES considerations and long-term business interests. We aspire to address our stakeholders' needs for responsible products and services, as this is critical to our overall business sustainability, competitive market positioning and long-term financial viability.

**Cybersecurity** Platform

We are cognizant of the increasing frequency and sophistication of cybersecurity incidents directed at major financial institutions. The potential damage inflicted from these incidents could significantly affect the MNRB Group's financials and reputation.

To address the risk, we adopt a multifaceted approach to protect confidentiality, integrity, authenticity and availability of information by embedding data and information security protection throughout our operations and information technology programmes. This approach is undertaken with the goal of safeguarding customers', employees' and the Group's digital assets whilst ensuring high availability system uptime. This is achieved by:

- i** maintaining a comprehensive set of cybersecurity policies and standards, including codes of conduct for employee and non-employee system users.
- ii** utilizing up-to-date technologies and tools to protect information, including multifactor authentication, firewalls, intrusion detection and prevention systems, in addition to vulnerability and penetration testing.
- iii** providing awareness training for employees on data privacy and cybersecurity covering a broad range of security topics, including password protection, social engineering and compliance.
- iv** implementing incident response measures and procedures to ensure timely and accurate resolution of computer security incidences.

The Group IT Security Policy protects our IT environment, particularly in safeguarding confidentiality, integrity and availability of information and systems. It serves as master policy for security standards for all the companies within the Group, to manage and secure IT assets including the respective Infrastructure, Network and Information.

This ensures that the Group complies with the relevant regulatory requirements, including the Personal Data Protection Act 2010 and subsequently, able to provide a secure working environment, protect customer data/information and preserve Group's assets.



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Initiatives to Ensure Data Protection and Privacy  
\*New



**Annual Intelligence-led Penetration Testing**

To assess the vulnerability of our IT infrastructure (applicable to the Group and its subsidiaries).



**Encryption Exercise and Core System Database Preventive Maintenance**

To protect customers' data and ensure its availability.



**Compliance Audit**

To ensure compliance with regulatory requirements and internal information security related policies.



**IT Risk Management**

To provide oversight of technology operations management and cybersecurity management via the facilitation of risks, action plans and controls identification.



**Disaster Recovery Plan**

To ensure business operations are up and running in the event of a disaster including cyber-attacks.



**Awareness Test – social engineering test**

To measure staff awareness of cyber threats via the Annual Phishing test (began in the year 2017).



**IT Audit**

To ensure IT systems are audited by both internal and external parties.



**Data Centre Relocation**

- The Data Centre ("DC") for all companies have been relocated to a Tier-3 DC with increased security measure and availability.
- Segment differentiation for critical systems and users.
- Provide network infrastructure to be resilient, secure and scalable.



**Multi-factor Authentication ("MFA")**

Adopt stronger and robust authentication processes for accessing critical systems including for remote access to better protect both user's credential and the network.

Initiatives to Ensure Data Protection and Privacy  
\*New



**Distributed Denial of Services ("DDoS") services**

Subscription to DDoS protection to the Group's systems and infrastructure are adequately protected against all types of DDoS attacks. This to ensure the availability and integrity of data.



**Expansion of Security information and event management ("SIEM") Monitoring by SOC**

To expand the security monitoring of critical servers and network appliances to monitor cybersecurity threats in order to protect the Group's infrastructure environment that protects customer data/information as well as its assets.



**Cyber Emergency Response Team ("CERT")**

Building up CERT members which converse with the incident response plan and handling procedures and remain contactable at all times.



**\* Privileged Access Management**

- A solution for segregation of duties and access control privilege for systems, databases and applications.
- Ensure access controls to enterprise-wide systems are effectively managed and monitored.
- To control and audit the system owner/admin access which helps for investigation for any anomalies flagged.



**\* Data Loss Prevention ("DLP") solution**

Deployed to cover data in-use, data in-motion and data at-rest to improve the Group's information security and protect business information from data breaches. DLP are running on detection mode. This will be implemented for all companies.



**\* Advanced Persistent Threat Solution**

Deployed to protect the network, email and endpoint to detect, analyse and prevent threats from malware that has evolved to bypass traditional security methods.



**\* Web Gateway**

Deployed to provide cyberbarrier or checkpoint that keeps unauthorized traffic from entering the network. The web gateway only allows users to access approved, secure websites and blocked all others.



**\* Endpoint Protection Security Software Suite**

Consists of anti-malware, intrusion prevention and firewall features deployed to protect the server and desktop computers.



**\* Email Messaging Gateway**

Deployed to provide inbound and outbound messaging security including protection against the latest messaging threats and built-in data protection capabilities to keep email secure and confidential.

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The sustainability of our business is dependent on stakeholders' trust and our ability to maintain a secure and confidential environment. We continuously work to improve our Cybersecurity control measures through investments in both IT infrastructure and employee awareness programmes.

Our employees receive on-going cybersecurity training and awareness programme covering a broad range of security topics, from password protection and social engineering, to privacy and compliance. For example, our Weekly ICT Security Advisory programme provides all our employees with useful IT and Cybersecurity tips.

In order to strengthen our security controls, the Group has implemented Annual Cyber Drill Exercise to test the effectiveness of the Group's Cyber Incident Response Plan ("CIRP"), based on various current and emerging threat scenarios (e.g. phishing, ransomware and social engineering) with the involvement of key stakeholders and CERT team.

Business Ethics & Corporate Governance



Process



Communication



The Group acknowledges that it is vital to conduct business in compliance with ethical standards and applicable regulatory requirements. In line with this principle, we uphold the Group's values of integrity, collaboration and expertise, in all our dealings, thereby safeguarding the interests of our stakeholders. Our internal policies and procedures address issues related to bribery, corruption and money-laundering and these are regularly communicated to all employees. By adopting these policies and procedures, we aim to ensure that the Group and our employees consistently carry out our business ethically and with integrity.

Following the introduction of new legislation and guidelines, namely Section 17A of the Malaysian Anti-Corruption Commission ("MACC") (Amendment) Act 2018 on Corporate Liability, as well as the Companies Act 2016 and Malaysian Code on Corporate Governance ("MCCG") 2017, there is a growing demand for enhanced corporate governance and regulatory compliance, which require stakeholders to play more proactive roles in preventing corrupt practices. In this context, the MNRB Group has set the tone from the top on our stance against bribery and corruption to safeguard our

businesses and ensure all commercial activities are carried out in an environment which is free from bribery and corruption.

The Group Code of Conduct ("Code of Conduct") is incorporated within the Group's Scheme of Service for strict adherence by all employees. Amongst others, it outlines the following principles:

1. Basic Principle – employees should conform strictly to the laws and regulations of Malaysia;
2. Conflict of Interest – employees may not either directly or indirectly become involved in any venture, business or dealing which may have conflict of interest;
3. Zero tolerance towards any illegal gratification or corrupt practice; and
4. Gifts and entertainment are to be restricted within reasonable bounds, i.e. gifts of consumable goods and other items, of nominal value, as promulgated by our Group Anti-Bribery and Corruption Policy.

In addition to the Code of Conduct, the MNRB Group has in place a Group Whistleblowing Policy, Group Anti-Fraud Policy and Fit & Proper Policy to govern the conduct of our officers.

As the Group has takaful and retakaful businesses under our purview, we have established Shariah Governance Policy with the primary objective of strengthening the effectiveness of Shariah governance arrangements that are well-integrated within our business and risk strategies. The Policy sets out the strengthened oversight accountabilities of the Board, the Group Shariah Committee and other key functions involved in the implementation of Shariah governance.

SUSTAINABILITY STATEMENT

Initiatives to Preserve Business Ethics and Compliance

Group Anti-Bribery and Corruption Policy

Communicates our commitment to prevent bribery and corruption.

Group Whistleblowing Policy

The Group Whistleblowing Policy provides an avenue for employees and members of the public to disclose any improper conduct in accordance with the procedures as provided under the policy. It provides protection for employees and members of the public who report such allegations without fear nor reprisal.

MNRB Group Code of Conduct

The Code of Conduct stipulates, amongst others, that all staff must conform strictly to the laws and regulations of Malaysia along with the accepted standards of business ethics as set out therein.

Anti-Money Laundering/Counter Financing of Terrorism and Targeted Financial Sanction ("AML/CFTFS")

Awareness and refresher programmes are conducted regularly for all employees and agents. These are offered via e-Learning modules for all staff and induction programme for new employees.

Electronic Compliance Tracking System ("e-CTS")

Monitors regulatory submissions and verification of compliance with the relevant regulatory guidelines.

Compliance Portal

Internal compliance information pop-up messages/alerts via the intranet as part of the Group's awareness initiatives.

Compliance Reporting Process

All compliance matters, including non-compliance issues and regulatory submission are reported to GMRCC and the Audit Committee and RMCB.

Shariah Governance Policy

In accordance with the regulatory Shariah Governance Framework, this policy is to ensure the Group operations and business activities are in accordance with Shariah principles.

Our Group Compliance Management Department ("GCMD") and the GMRCC are tasked with mitigating financial and reputational risks arising from regulatory non-compliance in accordance with our Group Compliance Management Framework. The MNRB Group's compliance with Shariah Principles is guided by the Shariah Governance Policy and operationalized by our Shariah and Business Advisory Department ("SBAD"). There are oversights from Shariah Risk, Shariah Compliance and Shariah Audit functions and the Group Shariah Committee which was established particularly to ensure takaful and retakaful business entities aims and operations, business, affairs and activities are in compliance with Shariah.

Over the years, GCMD collaborates with Group Risk Management Department ("GRMD") and SBAD to organise series of compliance and risk management awareness programmes. The objective of these programmes is to raise our employees' awareness on compliance, risk management and corporate governance matters.

In addition, we have in place a number of other mechanisms to ensure transparent and compliant operations. These include the dissemination of applicable regulatory guidelines for all Management-level employees and awareness briefings on the latest regulatory developments. Attestation by the Heads of Departments ("HODs") via compliance checklists provides a mechanism for departmental self-assessment on monitoring compliance to the regulatory guidelines.

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Anchored by these fundamentals and in accordance with the MNRB Group Outsourcing Framework, the Group Procurement Policy and Procedures, as well as the Group Anti-Bribery and Corruption Policy, we carefully assess all associated counterparties and stakeholders. This involves ensuring the necessary due diligence processes are in place to assess the counterparty's or service provider's background and qualifications prior to their appointment and/or renewal of contracts. Examples of assessment criteria used include financial background, compliance with regulatory requirements (e.g. in the area of fraud, bribery & corruption and money laundering) suppliers' experience and capabilities on the subject matter and the quality of their work.

Additionally, to instil trust and confidence as well as to allow informed investment decisions by our shareholders, we disclose fair and balanced information of relevance, including the MNRB Group Corporate Governance Report via the MNRB Group Corporate website – [www.mnrb.com.my](http://www.mnrb.com.my).

Responsible Investment Process



Investment remains as an integral part of our business and the MNRB Group is committed to undertaking these in a responsible manner. We invest to attain optimum returns while balancing the risks involved, hence creating value for our stakeholders. The Group's investment management approach involves a systematic and structured investment process, focusing on capital preservation, liquidity management and return optimisation. The Investment Committee and the Board have oversight of the investment process which also takes into account EES criteria.

Guided by our Investment Policy Statement ("IPS"), our Group Investment Department and Group Investment Management Committee ensure proper risk management by prudently monitoring existing and screening potential investment portfolios. The department safeguards portfolios by complying with approved Strategic Asset Allocations that have been thoroughly discussed and approved by the Board. We portrayed our interest to long-term view through the inclusion of Sustainability Investing in our IPS.

All investments must also adhere to strict permissible instruments and avoid exposure to impermissible sectors such as gambling and alcohol-related sectors. Investments are only made with approved counterparties who meet the appropriate rating and other relevant criteria within approved credit limits, as stipulated in the investment policies and guidelines. Furthermore, the department ensures that our investments conform to Shariah principles as per the requirements of our takaful funds.

All financial assets are assessed at each reporting date to determine whether there is any objective evidence of impairment due to any significant events having an impact on the estimated future cash flows of the asset.

The Takaful contributions received are strictly invested in Shariah compliant instruments. These are regularly verified for compliance with Shariah principles through regular Shariah reviews and are reported to the Group Shariah Committee.

SUSTAINABILITY STATEMENT

EMPOWERING OUR PEOPLE

Developing Talents



The Group recognises that our people are crucial to the success of our business and we are committed to enhancing their capabilities. We believe continuous learning and development is essential to equip our people with the right skills, knowledge and competencies. This is embodied in our talent development framework and is necessary to support our business as we grow.

As to ensure Talent Management Framework and High-Performance Culture are inclusive and robust, necessary steps have been taken to strengthen the Group's talent and succession programmes. The framework includes:

1. <b>Talent classification and demographic standing</b>	Identifying talent gaps in the Group;
2. <b>Talent Planning</b>	Planning and analysis which will address initiatives for talent gaps;
3. <b>Talent Interventions</b>	Intervention to address competency and performance;
4. <b>Talent Performance &amp; Reward</b>	To address accountability, responsibility and culture; and
5. <b>Talent Engagement</b>	Initiatives, programmes, activities to engage employees and alignment to corporate objective.

We endeavour to nurture a high-performance culture to generate growth. Our comprehensive development plans provide opportunities for our employees to further enhance their skills, knowledge and capabilities.

Avenues for Training Development

FY 2020		FY 2021
✓	Internal Training Courses	✓
✓	External Training Courses	✓
✓	Online Training Courses	✓
✓	Executive Coaching	
✓	Job Rotation	

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Key Training Programmes

Key Talent Development Programmes

FY 2020

FY 2021

1. Mastering the Secrets of Successful Sales & Marketing Professionals with Finesse Corporate Grooming
2. Reinsurance Business Simulation
3. A Practical Workshop in Reinsurance Accounting
4. Basic Reinsurance & CAT Modelling
5. Asia Pacific Training Programme 2019
6. MNRB Group Ideathon 2019 Workshop
7. Liability Insurance Seminar 2019
8. International Reinsurance Management Training
9. 14<sup>th</sup> International Shariah Scholars Forum
10. 11<sup>th</sup> International Conference of Financial Crime and Terrorism Financing
11. Young Takaful Manager Leadership Programme
12. Corporate Leader Advanced Programme
13. The Takaful Rendezvous 2019
14. Group Talent Programme – Structured Leadership Development Programme
15. Excellent Customer Service
16. YOU Lead 2019
17. 4<sup>th</sup> Robotic Process Automation Asia

1. Leading & Thriving Through Challenging Times
2. COVID-19 - Identifying Hidden Opportunities and Navigating Our Business for Insurance Sales and Marketers
3. Coronavirus in a Connected and Digital World. Exploring the Implications for The Insurance Industry
4. Webinar Series for Sales Team - Topic #1: Entrepreneur's Mind at Work
5. Work from Home Enablement with G Suite. G Suite is Google Workspace application store. The training is about learning on how to work from home remotely using Google workspace. The benefits of using this G Suite is cost effectiveness and work efficiency.
6. Stress Management
7. Webinar Series for Sales Team - Topic #2: Selling in Turbulence Masterclass
8. Shariah Audit and Assurance: Fieldwork Procedure & Reporting
9. Webinar Cyber Security in a Remote Working Environment
10. PowerPoint Slide Design: Impactful Slide Design Master Class
11. Webinar on Building & Reporting a Culture of Integrity
12. The Power of Emotional Intelligence
13. Social Media Training
14. Introduction to Reinsurance
15. Preparing for the Post Pandemic World
16. Extraordinary Productivity in Extraordinary Challenging Times
17. Professional Skills Training Webinar
18. The 6 Critical Practices for Leading a Team: Everyone Deserves a Great Manager

FY 2020

FY 2021

**Education Assistance Programme ("EAP")**

A programme to encourage employees to fast-track their progress to pursue industry-specific professional qualifications (e.g. Institute and Faculty of Actuaries ("IFoA"), the Malaysian Insurance Institute ("MII") and the Society of Actuaries). During the reporting year, 56 employees participated in this programme. In addition, 1 of our employees of our scholars qualified to be an actuary.

**Leaders as Teachers ("LATs")**

A reinforcement programme for our employees/internal subject matter experts to conduct and contextualise learning materials for our employees to increase the transfer of newly-acquired knowledge. During the reporting year, 109 employees participated in this programme.

**Executive Coaching Programme**

A programme where we engaged professional coaches to help our senior management to gain self-awareness, clarify goals, achieve their development objectives and unlock their potential. During the reporting year, 12 employees were selected to undergo the programme for 6 months.

**Structured Leadership Development Programme**

In this programme, talents were trained and coached to enhance their leadership skills in the areas of Leading Self, Leading Team and Communication. This 3-module programme was developed based on the MNRB Group Leadership Competencies and conducted over a 1-year period. It involved around 150 talents across different levels and companies within the MNRB Group.

**Education Assistance Programme**

- A programme which allows employees to pursue insurance-related, finance-related, actuarial-related or other professional qualifications (e.g. Fellow of IFoA, Associate of the Malaysian Insurance Institutes ("AMII"), Fellow of the Society of Actuaries ("FSA").
- This includes promoting the EAP and its provisions to the workforce; and inviting education institutions to advocate on certifications/qualifications offered.
- Enhancing the EAP increment scheme to be competitive with the market, which is also taken as our retention strategy.
- 206 employees have enrolled and actively pursuing the EAP.

**Leaders as Teachers**

A reinforcement programme promoting internal transfer of knowledge and skills between leaders and subject matter experts. During FY2021, 1,272 employees enrolled in the programme.

Internal job rotation and attachment programmes are highly supported as diverse knowledge and skills of our employees could foster creativity and strengthen our problem-solving acumen.

The Group has established a Group Talent Programme, in effort to ensure that our pool of talent is well developed. Candidates for the talent pool undergo a rigorous identification and selection process prior to being incepted into the programme. Post-inception, talents are required to tailor their own Individual Development Plan ("IDP") and attend the Structured Leadership Development Programme ("SLDP"). We also identify successors for our Mission Critical Positions ("MCP") and Operational Critical Positions ("OCP") from the talent pool.



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Our talent development programmes focus on efficient management of human capital to advance our business and create value over the short, medium and long-term. We will continue to grow talents who complement our transformational agenda through internal development plans including leadership programmes, career development initiatives and succession plans.

Under the Group Talent Programme, the IDP is designed to prepare identified key talents for higher managerial positions. Some of our Career Development Programme initiatives in FY2021 include:

1. Acting as Head of Department: 7 talents/successors have been appointed as Acting Head of Department. This provides the successors the necessary exposures to eventually undertake the respective role;
2. Success Profile & Job Profile Assessment: This is an evaluation to understand the successor's strengths and gaps. The result of the assessment will be used to design the IDP for the respective talent;
3. Performance & Development Intervention: These are on the job intervention such as project assignments, shadowing role and close-up sessions to further enhance the talent's exposure to the larger role.

Additionally, the Group further provides training and development opportunities to local graduates, for practical experience in technical knowledge and soft skills through our internship programmes.

Similarly, we also provide training for the industry and our business partners in effort to further promote professionalism and upskilling of the insurance and takaful industry talents.

Key Training Programmes for The Industry

FY 2020	FY 2021
1. Young Takaful Manager Leadership Programme ("YTML")	1. YTML <i>(programme was not conducted during the year)</i>
2. YOU Lead 2019	2. YOU Lead 2020 <i>(programme was postponed due to the MCO)</i>
3. IKHLAS Academy – Rising Star	3. IKHLAS Academy – Rising Star
4. IKHLAS Academy – Wasilah Kesejahteraan	4. IKHLAS Academy – Wasilah Kesejahteraan
5. IKHLAS Academy – Advanced Takaful Planning	5. IKHLAS Academy – Business Takaful
6. IKHLAS Academy – Leadership & Agency Management Programme	6. IKHLAS Academy – Dream Shield
7. IKHLAS Academy – Agency Business Survival	7. IKHLAS Academy – Kenali Sijil Anda
	8. IKHLAS Academy – New Market Approach FB Ads & Insta Ads
	9. IKHLAS Academy – Change Catalyst
	10. IKHLAS Academy – U Centric

The Group recognises that the sustainability of our business is correlated to the well-being of our employees. To this end, we maintain a conducive work environment, offer competitive remuneration and benefits to our employees, as well as embrace the diversity of our people in the areas of gender, age, skills and experience. This, indirectly would enable us to steadily attract and retain a pool of top talents.

Our Recruitment Policy governs all aspects of employment practices. We recognise the value of having diverse talents across different gender and age groups, thereby enabling us to leverage on the wealth of experience and industry exposure of the

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more experienced talents and the more creatively-inclined mindsets of younger employees. **Diagram 5** illustrates our current employee profile. Our initiatives to support the development of local talents underscore our commitment to strengthen the Malaysian economy and fortify the growth of the local reinsurance and takaful industry.

Employee Profile

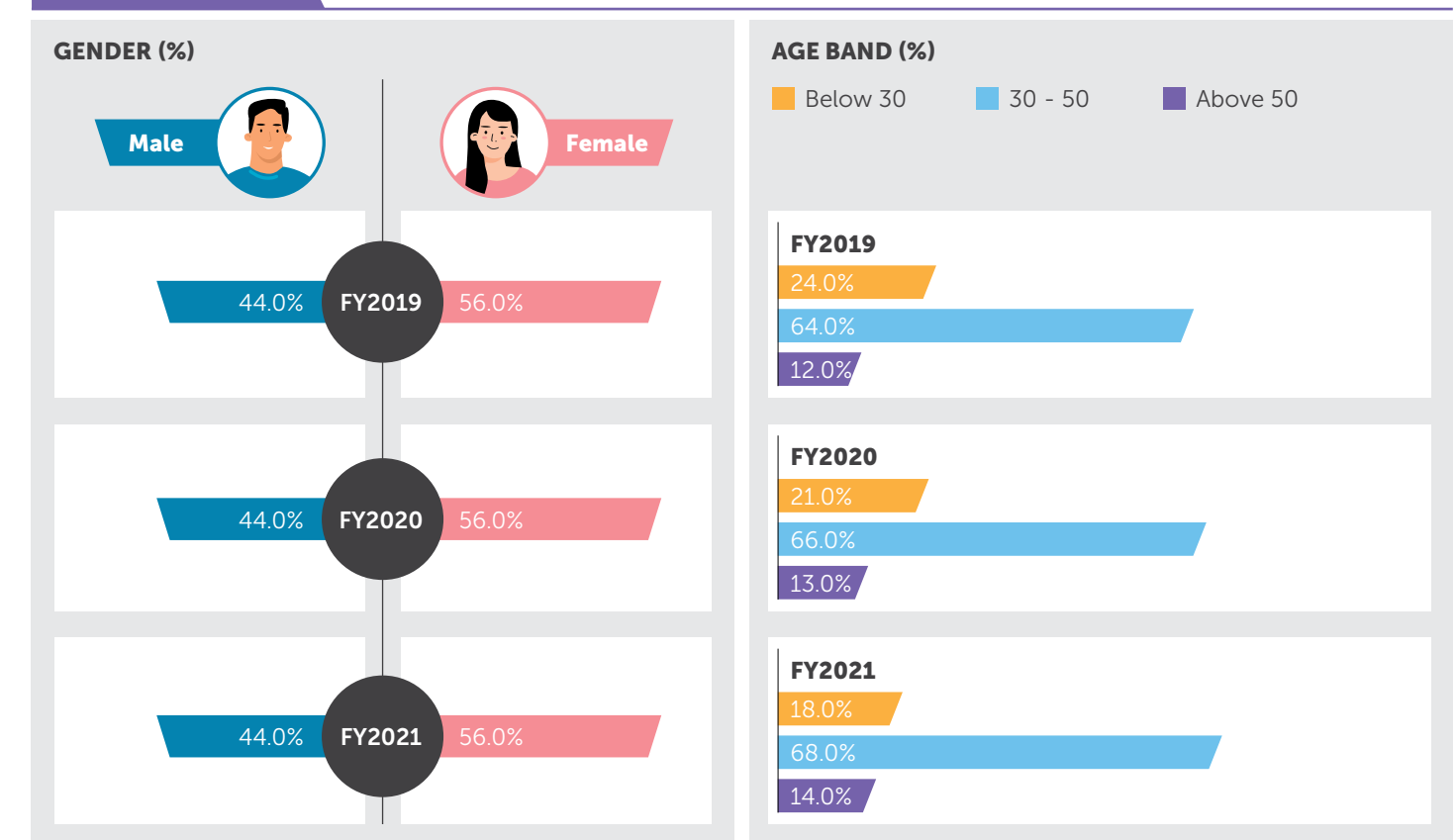


Diagram 5: Employee Profile

As a responsible employer, we are committed to continually protecting our employees by providing a safe and conducive working environment. This includes being mindful of their health and well-being. Our key initiatives to maintain a healthy and conducive workplace are presented below.

Key Well-being Initiatives

FY 2020	FY 2021
<p><b>Long Service Award</b> To recognise and reward our long-serving employees for their contributions.</p>	<p><b>Long Service Award</b> To recognize employees who have served the Group over ten, twenty or thirty years.</p>
<p><b>Nursing Room</b> Made available for nursing mothers.</p>	<p><b>Nursing Room</b> Made available for nursing mothers.</p>

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Key Well-being Initiatives

FY 2020



**Flexible Working Hours**

All levels of employees can begin their work day at any time between 7:30 am and 10:00 am.



**Flexible Working Arrangement**

Executives are no longer desk bound and will have more control over their time schedules and working environment.



**Health Week**

Our health week is held annually to encourage our staff to lead a healthier lifestyle. It aims to educate our employees on key aspects of healthy living. The key programmes conducted during health week include:

- An Annual Health Screening and Examination for all staff;
- A Health Talk;
- Nutrition Counselling;
- Healthy Food Promotion; and
- MNRB Fun Run and Brisk Walk – to encourage staff to participate in activities beneficial to their health.



**Occupational Safety & Health (“OSH”)**

OSH initiatives to care for employees’ health and well-being. The OSH Committee has initiated/organised relevant activities including Basic Fireman and Firefighting training for Fire Marshals, First Aider Training and an Ergonomic & Internal Air Quality Assessment for Bangunan Malaysian Re.



**Recreational Programmes**

To foster positive collaboration and a strong esprit de corps among employees. Activities such as the train hunt, mall hunt, food hunt and bowling tournament have garnered overwhelming positive response from employees.



**Weekly/Monthly Sports activities**

To encourage employees to make changes towards healthier lifestyle where activities such as zumba, badminton and futsal are organised for interested employees.

FY 2021



**Flexible Working Hours & Flexible Working Arrangement**

During the period of MCO, the Group has always prioritised the health of our employees. In an attempt to contain the spread of the COVID-19, employees are encouraged to work from home (“WFH”) unless required to work in office (“WIO”) for the performance of their job. From time to time, based on the direction from the government, the Group issues updates on the working arrangement including split-team and reduced work hours for those who are WIO.

Nevertheless, during normal periods, all employees can subscribe to flexible working hours where they can commence work at any time between 7:30 am and 10:00 am.



**Education Assistance Programme (“EAP”)**

EAP supports our employees’ academic programmes which directly relates to the business. EAP provides full education assistance including:

- Examinations/course/tuition fees;
- Increments incentives upon successful completion of study or examinations; and
- Study leave and/or Exam leave.



**Occupational Safety & Health (“OSH”)**

OSH initiatives are intended to care for employees’ health and well-being. The OSH Committee has organised relevant activities including an Ergonomic & Internal Air Quality Assessment and its rectification for Bangunan Malaysian Re. The OSH Committee also organised a Basic Fireman and Firefighting Training for Fire Marshalls and First Aider Training.

Key Employee Engagement Channels

FY 2020

Regular townhall gatherings to hear from our employees, to provide updates on business performance and key developments.

Chat session with the President & GCEO to provide the opportunity for lower level employees to get to know him and let their issues be heard.

Allocation of engagement budget for HOD’s to conduct their own engagement activities.

Regular formal written communication from the desk of the President & GCEO to communicate business performance and key developments to all employees.

Focus group discussions to identify and understand employees’ concerns and issues.

Career discussion between HODs and employees as an avenue to provide clarity on career growth and development.

iPTalks (our version of the popular “TED Talks”) - conducted in the form of a competition for employees to share their passion with their colleagues and create fun at work.

The Heart-To-Heart Mentoring Programme - a programme that promotes the demonstration of good behaviour based on the Group’s Core Values.

The regular check-in session or one-to-one session was introduced to foster healthy relationships between a supervisor and his/her subordinates and to provide clear direction and guidance to the staff.

FY 2021

Quarterly townhall gatherings to provide updates on business performance and key developments, and avenues to hear feedback from our employees.

Chat sessions with the President & GCEO to provide opportunity for relevant employees to voice out their concerns and feedback.

Allocation of engagement budget for HOD’s to conduct departmental engagement activities.

Regular formal written communication from the desk of the President & GCEO to communicate business performance and key developments to all employees.

Focus group discussions to identify and understand employees’ concerns and issues.

Bi-monthly one-on-one sessions between supervisors and subordinates to understand challenges, align and track performance.

Minimum of 16 Training Hours per employee to ensure equal development opportunities for all staff.

Despite the MCO, a smaller scale Malaysia Day Celebration was held to promote collaboration, a sense of fun at work and foster the spirit of 1-Malaysia. Among the activities were the distribution of Unity Ribbon and Staff Merdeka Video & Photo Celebration.

Check-in sessions or one-to-one sessions continued to be carried out via alternative means, e.g. online session, to foster healthy working relationships between a supervisor and his/her subordinates and to provide clear direction and guidance to the staff.

We further recognise the importance of employee engagements in enhancing our people’s morale and productivity to sustain our business. The Group has established various channels to further promote employee engagement activities.

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The Group believes an enhanced sense of well-being motivates employees to further contribute towards organisational success. To this end, we undertake an annual survey to gauge employee satisfaction levels. For FY2021, after taking into consideration the change of business environment and the need to have a more objective tool that could identify the factors that could drive employees to perform, the Management has decided to review the current approach. A more effective approach is expected to be rolled out that could link employee engagement to business performance and talent retention.

Company	Employee Engagement Index ("EEI") Results	
	FY2019	FY2020
MNRB	82.0%	79.0%
Malaysian Re	85.0%	90.0%
Takaful IKHLAS Family	78.0%	85.0%
Takaful IKHLAS General	79.0%	86.0%

The Employee Engagement Index ("EEI") is a leading indicator of employee satisfaction, loyalty, advocacy and pride towards the Group.

We continually develop action plans to address our employees' concerns and identifying improvement initiatives to increase satisfaction levels. Our continuous initiatives have been successful in reducing our employee attrition average rate score of 5.7, in comparison to 6.5 in FY2020 and 6.9 in FY2019, as presented in **Diagram 6** below.

Company	Employee Attrition Rate (%)		
	FY2019	FY2020	FY2021
MNRB Group	6.9	6.5	5.7
MNRB	6.2	6.8	4.6
Malaysian Re	4.7	7.4	4.7
Takaful IKHLAS Family	9.8	6.0	7.4
Takaful IKHLAS General		5.9	6.0

Diagram 6: Employee Attrition Rate

Value-based Collaboration



The Group embraces shared goals and visions that embodies the core values of Integrity, Collaboration and Expertise ("ICE") within the organization and the way we address our stakeholders. To support our employees, we ensure that the right infrastructure and working environment are created to enable a collaborative culture. One of the approaches undertaken is by providing a collaborative digital workspace, e.g. online meeting platform, where employees can meet, discuss and share documents. Impacted by the MCO, we adapt and change the way we work, while embracing the changes that the world brings.

Additionally, the Group also embrace value-based collaboration through strategic partnership with our brokers, cedants, intermediaries and service providers, including insurtech partners as we harness new technologies, in discerning manners.

We leverage on our affiliations with industry players through active membership and participation in trade associations' focus group discussions and activities, e.g. Persatuan Insurans Am Malaysia ("PIAM"), Life Insurance Association of Malaysia ("LIAM") and MTA. In today's rapidly changing and competitive environment, the need for new ideas, skills and opportunities has become more apparent. We believe constant and effective communication and cooperation with our stakeholders remain key to value creation and innovation.

At Malaysian Re, dedicated functions are tasked with overseeing the overall management of partnerships and collaborations. Business optimisation is sustained by increasing participation in profitable businesses, securing new potential and growing non-property lines. We tactically seek new opportunities in exploring

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critical areas of development and distribution in specialised and non-conventional products, in line with our Value Creation Plan-Business Transformation Programme.

Malaysian Re has also been involved in regional insurance industry activities such as the ASEAN Insurance Congress ("AIC"), Singapore International Reinsurance Conference ("SIRC"), East Asia Insurance Congress ("EAIC"), Asian Reinsurance Summit ("ARS"), among others, with the aim of furthering and developing international collaboration in the field of insurance and reinsurance.

We leverage on partnerships and various global platforms to facilitate knowledge transfer between our employees and others, to mutually enhance our skills, knowledge and experience. A summary of key strategic collaboration initiatives is illustrated in **Diagram 7** below.

Malaysian Re – Our Key Strategic Partnerships



Partnerships to promote industry-wide collaboration and transfer of knowledge to drive innovation, address skill needs and indirectly fortify the growth of the industry

Partnership on research - ASEAN Insurance Pulse

Malaysian Re's continuous commitment to supporting the overall integration of the ASEAN marketplace culminated in the launch of the 4<sup>th</sup> edition of ASEAN Insurance Pulse 2020.

The annual publication is undertaken in collaboration with a Zurich-based research agency. This publication aims to inform policymakers, industry players and other stakeholders on the current state and future prospects of the ASEAN region's non-life insurance markets as well as discover ways in which to close the protection gap.

The ASEAN Insurance Pulse 2020 explores the unprecedented impact of COVID-19 pandemic on the region's economies and its insurance markets. It draws upon the pulse of insurance executives operating in the region on how the pandemic has shaped their markets, mitigative measures undertaken by the regulators during the crisis and how the outbreak has fundamentally changed the regions' insurance industry.

Participation in industry-specific conferences

Malaysian Re participates in industry specific conferences/meetings annually, which allows us to learn from other industry players through open dialogue and knowledge sharing platforms. This provides us the opportunity to collaborate and find solutions to address industry-specific challenges.

Partnership with Lloyd's Syndicate

Malaysian Re's partnership with a Lloyd's Syndicate, is a key component of our Value Creation Plan ("VCP") as we aspire to become a leading reinsurer in the region. With this partnership, we are able to drive innovation, increase market access, enhance customer value propositions in specialty product markets and address skill development needs.

Partnership on research - Malaysian Insurance Highlights

This annual publication which commenced in December 2019 contains vital statistics and key trends relating to the domestic insurance and takaful industry, along with the insights from industry executives and senior professionals.

Partnership with Managing General Agent ("MGA")

Malaysian Re's collaboration with specialist MGA partners sees the Company providing capacity in exchange for underwriting specialists with the aim of ensuring revenue diversification, expansion of the Company's geographical reach and resource optimisation.

Partnership with a reputable foreign reinsurer

Malaysian Re's partnership with a reputable foreign reinsurer is enabling collaboration on the provision of quotations and the capacity to underwrite Engineering risk in Malaysia.



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Malaysian Re – Our Key Strategic Partnerships

Collaboration with regional national reinsurers

Malaysian Re collaborates with regional national reinsurers to garner reciprocal business while efficiently managing risks through aggregate optimisation and revenue diversification.

Partnership with a reputable life reinsurer

Malaysian Re's partnership with a reputable life reinsurer for expansion of its family retakaful business is enhancing the Malaysian Re Retakaful Division ("MRRD") offering of sustainable family retakaful solutions to family takaful operators. At the same time, the life reinsurer provides assistance via underwriting technical pricing, product development, as well as global insights and experience analysis. The capability of MRRD to write both Family and General retakaful business strengthens Malaysian Re's ability to diversify its income streams in addition to the conventional general reinsurance business.

Diagram 7: Key Strategic Partnerships by Malaysian Re

We further collaborate with the local reinsurance and retakaful industry through a series of market services programmes are presented in **Diagram 8** below.

Key Market Services Programmes

<b>1. Central Administration Bureau ("CAB")</b>	We facilitate efficient administration of accounting and claims, as well as simplify settlements for facultative and coinsurance businesses to ensure efficient monthly settlements of net balances (i.e. premium and claims).
<b>2. Malaysian Motor Insurance Pool ("MMIP") Services</b>	We serve as an Administration Manager that manages a high-risk insurance pool that provides motor insurance to vehicle owners who face difficulty in obtaining motor insurance from the commercial insurance market.
<b>3. Manager of Scheme for Insurance of Large and Specialised Risks ("SILSR")</b>	Malaysian Re has been appointed to develop technical expertise and professionalism within the industry, facilitate favourable coverage at competitive terms and promote optimum retention within the country.
<b>4. Secretariat of the Rating Committee</b>	We streamline and control premium charges and policy wordings to improve the quality of products, whilst ensuring compliance with Intercompany Agreements on General Insurance Businesses.
<b>5. Secretariat to the Malaysian Energy Risks Consortium ("MERIC")</b>	We develop underwriting skills and promote knowledge and skill sharing within the energy business in Malaysia with a view to increasing local retention.
<b>6. Manager of the Malaysian Aviation Pool ("MAP")</b>	We provide underwriting services and insurance quotations to the general aviation business in Malaysia (this is also for knowledge and skill sharing).
<b>7. Re.Banjir Tool</b>	We offer members of PIAM and MTA access to a Malaysian flood risk analysis tool. Re.Banjir enables the estimation of flood exposure and a better understanding of the effects of flooding on portfolios.

Diagram 8: Key Market Services Programmes of Malaysian Re

Over the years, Takaful IKHLAS has been involved in strategic collaborations with leading financial institutions and government agencies to promote takaful products and services to the public, as well as targeted stakeholder groups. These stakeholder groups encompass people with disabilities, farmers, small and medium-sized enterprises ("SME") as well as members of the lower income B40 community. These partnerships signify the collaboration between financial institutions and government agencies to provide all components of society, including the unserved and underserved communities with better access to affordable takaful products.

These collaborations benefit everyone: They enable us to broaden our scope and increase market accessibility, while employees are able to expand development opportunities with the exposures to new perspectives and expertise. Closer ties between complementary businesses allow companies to offer solutions better suited to our clients and the community, hence providing needed protection safety net and contributing to long-term business growth. The following highlights amongst the collaborations that we continue pursuing throughout the financial year.

Takaful IKHLAS Family and General – Key Strategic Partnerships

Takaful IKHLAS Family

Partnerships with Financial Institutions

Takaful IKHLAS Family is in collaboration with selected financial institutions to distribute its family takaful products.

These partnerships enable the Company to leverage on the banking partners' network of branches to expand its outreach in the distribution of takaful products nationwide and expand takaful penetration. The partnerships aim to increase Takaful IKHLAS' brand position in the market and enhance business turnover.

The family takaful products mentioned above includes:

- IKHLAS Takaful Gadai Janji ("MRTT"), a home financing protection plan.
- Takaful Amani Didik, an education takaful plan, with the objective to encourage people to save money for their children's education. Takaful lends assistance to ensure the objective is met.
- Agro Bestari-i, an education takaful plan, with the objective to encourage people to save money for their children's education. Takaful lends assistance to ensure this objective is met.
- Agro Nurani, a takaful protection plan, specifically for persons with disabilities ("PWD"). It aims to increase takaful penetration rate amongst PWDs and is designed to be affordable with convenient claim processes.
- Agro Maburur-i, affordable, accessible and easily understandable insurance and takaful products aimed at low income groups.

Takaful IKHLAS General

Partnerships with Financial Institutions

Takaful IKHLAS General is currently in collaboration with various financial institutions to distribute its range of general takaful products.

These partnerships enable the Company to expand its outreach in the distribution of takaful products nationwide and expand takaful penetration. The partnerships aim to increase Takaful IKHLAS' brand position in the market and enhance business turnover.

These bancatakaful arrangements also provides customers with competitive products, risk management expertise as well as simplified and improved transaction processes via a one-stop-centre for new business, renewals and claims.



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Takaful IKHLAS Family and General – Key Strategic Partnerships

Takaful IKHLAS Family	Takaful IKHLAS General
<p><b>Partnership with Government Bodies</b></p> <p>Takaful IKHLAS is collaborating with Lembaga Pembiayaan Perumahan Sektor Awam (“LPPSA”) to provide the IKHLAS Mortgage Reducing Term Takaful, a home financing protection plan, to government servants. It offers competitive pricing that enables government servants to lower their costs to own a home.</p>	
<p><b>Partnership with Government Bodies</b></p> <p>Takaful IKHLAS Family is in collaboration with a few “community-based” organisations to develop asnaf (zakat recipients) to become takaful entrepreneurs (takaful agents). The Asnaf Entrepreneurship Programme (“AEP”) would equip them with the knowledge and skills to generate their own income in a sustainable manner.</p>	<p><b>Partnership on Insurtech</b></p> <p>Takaful IKHLAS General’s collaboration with an Insurtech company (since 2019) has enabled the distribution of affordable Personal Accident (“PA”) coverage for travel.</p> <p>Insurtech refers to the use of technological innovation designed to optimise savings and efficiency from the current insurance industry model. Such collaboration bridges the gap between the fast-paced innovation of insurtech companies as well as the risk management and risk transfer capabilities of Takaful IKHLAS General. Currently, Takaful IKHLAS General provides a short-term PA coverage for bus commuters.</p> <p>Takaful IKHLAS General is also looking to work with other Insurtech companies.</p>
<p><b>Other Partnerships</b></p> <p>There are several collaborations with various institutions and agencies such as the Idaman Scheme, a takaful protection scheme, via monthly contribution deduction for members and employees up to their retirement age. The scheme serves as added protection and savings for members (mostly in the B40 category) as they work until their retirement.</p> <p><i>Program Bantuan Untuk Pendidikan (“BUDI”), a collaboration programme with MARA to provide education financial assistance to selected MRSM students.</i></p>	<p><b>Partnership on Research</b></p> <p>Collaboration with a local university involved a provision of a research grant to the university for the development of the Crop Micro Takaful Scheme for smallholder farmers in Malaysia.</p> <p>The research aims to determine a feasible structure for the provision of the Crop Micro Takaful Scheme to smallholder farmers.</p>

Diagram 9: Takaful IKHLAS Family and General – Key Strategic Partnerships

As indicated in the above initiatives and projects, our approach in value-based collaboration spans more than just ‘cooperation’ with our agents, business partners, service providers and obtaining feedback from our clients. It involves our shared vision, mutual respect and understanding with the goal of achieving excellent business outcomes and outstanding customer experience. The increasingly fast pace of digitalisation and e-commerce, which was further accelerated with the effect of the MCO had indicated that effective collaboration is indeed invaluable, as well as process of advancing the collaboration with our stakeholders.

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Going forward, the Group remains optimistic of further enhancement in our collaborative efforts within our reinsurance and takaful eco-system, amid the eventual return of a more predictable market environment. Further collaboration with other strategic partners may be undertaken to expand our deliveries of value-driven solutions and value-added services to our stakeholders especially in promoting our sustainability value perspective. An area includes value-based collaboration with our charitable donors and participants of our Waqf-integrated takaful plans e.g. IKHLAS Waqf Rider and IKHLAS Waqf & Endowment, upon which the Waqf fund could provide meaningful assistance to the more vulnerable segments of society. While we specialise in providing coverage towards sustainability of livelihoods and financial resilience, these Waqf and endowment would provide for improved life experiences and enhanced values.

In further instances of fostering Takaful inclusion to wider and deeper segments of the population, we continue pursuing efficient means to reach out to the masses via digital platforms, collaborations with network providers and engagements with various social media. Inherently, the digitalisation would also reduce carbon footprints in support of further environmental sustainability.

EMBRACING CORPORATE RESPONSIBILITY

**Environmental Management** **12 RESPONSIBLE CONSUMPTION AND PRODUCTION** **13 CLIMATE ACTION**

The Group adopts multiple measures in preserving our surrounding environment and mitigating environmental impact from our business operations. Our main efforts in managing environmental sustainability are demonstrated below.

Our Main Environmental Management

- Mitigating our Carbon Footprint**

Over the last financial year, the MCO and the flexible working arrangement resulted in significant reduction of employees WIO. As at March 2021, less than 25.0% of our employees were on WIO arrangement, resulting in lower carbon footprint from commutation to and from work. We also provided packed lunch to WIO personnel, to further minimise mobility.

The prevalence of virtual meeting tools and web-based conferencing facilities further facilitate online and cross-border meetings with our Dubai office, significantly reducing the need for physical travelling and further minimise our carbon footprint.

The pandemic has nevertheless triggered positive impact to the environment as physical activities are reduced, together with the corresponding carbon emission.
- Upgrading our Office Building to Safeguard Employee Health**

FY2020	<b>13</b>	Air-conditioning related complaints
FY2021	<b>7</b>	Air-conditioning related complaints

We have further improved the indoor air quality (“IAQ”) at our building by upgrading the air-conditioning system. The rectification of air quality issues at affected floors in Bangunan Malaysian Re was undertaken by an appointed IAQ contractor has significantly reduced the number of complaints received, which is also attributed to fewer employees working in office during the period of MCOs.

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Our Main Environmental Management

3. Conserving Electricity

**FY2020**  
**4,550,266 kWh**  
Electricity Consumption

In consequent to the majority of our employees WFH arrangement amid the COVID-19 pandemic, we experienced a significant reduction in total electricity consumption over the period.

**FY2021**  
**4,128,679 kWh**  
Electricity Consumption

Further energy efficiency efforts also include the switch to LED energy saving light bulbs and replacement of the electrical and mechanical components of elevators in Bangunan Malaysian Re, including the drive system. The elevator system previously consumed about 15.0% of the total power consumption, whilst the efforts have contributed savings of just under 10.0% of the building's total power consumption.

The installation of zonal light switches at corporate areas has further reduced power consumption, which is localised only in areas where there are employees working in office.

4. Recycling Waste

**FY2020**  
**6,526 kg**  
Waste Recycled

We have in place a proper waste management programme to handle recyclable materials. Despite this, we observe a significant decline in waste disposal in the office as more employees were working from home during the MCO periods.

**FY2021**  
**3,143 kg**  
Waste Recycled

5. Reducing Water Consumption

**FY2020**  
**43,051 m<sup>3</sup>**  
Water Consumption

We have installed more resource efficient washroom fixtures to reduce water consumption. However, the observed reduction in the total water consumption is attributable to fewer employees working in office during the MCO periods.

**FY2021**  
**28,014 m<sup>3</sup>**  
Water Consumption

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Community Development



The MNRB Group remains steadfast in our efforts to contribute to the needs of society in general as well as to specific target audiences. As a market leader, we share the responsibility for nurturing the growth of the local reinsurance and retakaful industries by preparing and gearing up professionals with the right knowledge, skills and competencies. Over the last financial year, as we manage our business amidst the unprecedented period of MCOs, we have adapted to conduct some of our programmes via virtual means. Meanwhile, a few events were deferred to a later time upon stability of the pandemic as vaccination progresses. Our key market training programmes are as indicated below.

Market Training Programmes

Programme for Insurance Executive Development ("PIED")

This is designed for executives with at least 2 years of work experience in the insurance industry, as well as those who are well versed in the knowledge of the 4 classes of insurance (i.e. Marine, Engineering, Fire & Property and Liability).

Note: The programme was postponed due to the MCO.

Young Emergent Leadership Showcase ("YouLead!")

A leadership programme for young emerging managers with high potential, it focuses on effective leadership fundamentals, deciphers key industry issues and provides knowledge sharing/ regulatory updates on the insurance industry by experts in their fields. A continuous support group is formed for each batch after the programme.

Note: The programme was postponed due to the MCO.

Technical Courses in Fire Risk Assessment and Special / Self-Rating ("FRA")

A programme designed to educate underwriting and marketing professionals from insurance companies with at least two years of experience. Participants are expected to conduct fire risk surveys and have a good grasp of the special/self-rating rules and computation.

Note: The programme was conducted virtually due to the MCO.

Despite the MCO, Malaysian Re pursued to organised the following webinars, attended by both local and international participants:

	Programme	Date	Number of Participants
1.	Malaysian Re's Webinar - "COVID-19: Impacts on Underwriting & Claims Management for Property Insurance"	13 October 2020	96 (Local & ASEAN)
2.	SILSR Webinar - "Renewable Energy Risks and Insurance"	13 January 2021	30 (Local)
3.	SILSR Webinar - "Business Interruption"	17 February 2021	31 (Local)
4.	Malaysian Re's Webinar - "Fundamentals of Credit Insurance"	25 February 2021	70 (Local & ASEAN)
5.	Malaysian Re's Webinar - "Comprehensive Reinsurance Technical Course"	8 to 12 March 2021	102 (Local & ASEAN)

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	Programme	Date	Number of Participants
6.	MRDL's Webinar – "Reinsurance Planning and Structuring"	17 March 2021	<b>51</b> (Middle East, India & Pakistan)
7.	MRDL's Webinar – "Reinsurance Claims"	18 March 2021	<b>60</b> (Middle East, India & Pakistan)
8.	MRRD Webinar – "Understanding the Concept of Retakaful"	30 March 2021	<b>56</b> (Pakistan)
9.	MRRD Webinar – "Shariah Governance: Malaysian Re Approach"	31 March 2021	<b>63</b> (Local, Indonesia, Singapore & Pakistan)

The MNRB Group maintains our commitment to generate positive impact to communities through financial and non-financial means. We continue our corporate responsibility and value-based intermediation programmes with a major focus on education, as we believe these have the transformational power to strengthen communities and build their resilience in a sustainable manner. The initiatives also intended to elevate the quality of life for the underserved and unserved communities, whilst promoting towards the social inclusion of the communities in general.

Our Key Corporate Responsibility Programmes  
\*New

MNRB Scholarship Fund

A fund established to assist promising Malaysian students by enabling them access to tertiary education in order to produce quality professionals for the development of the reinsurance and Takaful industries. The fields of study, amongst others, include Actuarial Science, Insurance, Accounting and IT.

Total Investment since the Funds' inception in 1998: More than RM17,311,096 (as at 31 December 2020). The contributions into the Fund over the last five years, is as depicted below:

Year	Contribution (RM)	Total number of Scholars
FY2017	1.0 million	101
FY2018	1.2 million	85
FY2019	0.9 million	51
FY2020	0.4 million	40
FY2021	0.3 million	42

Blood Donation

The objective of this charity programme is to support the noble mandate of the National Blood Centre ("NBC") to increase the supply of blood to help less fortunate patients suffering from anaemia, leukaemia, haemophilia, etc.

No. of donors:



Note: This programme is put on hold due to the MCO.

Our Key Corporate Responsibility Programmes  
\*New

PGM MNRB ADT Championship

A sponsorship initiative to support the Professional Golf of Malaysia ("PGM") Tour and the Asian Development Tour ("ADT") Championship in their efforts to develop a pool of professional Malaysian golfers.

Minggu Saham Amanah Malaysia ("MSAM")

An annual integrated investment education programme organized by Permodalan Nasional Berhad ("PNB") to increase awareness of Malaysians on the importance of investment and financial planning.

In 2020, MSAM was re-branded as Minggu Saham Digital ("MSD") and organized virtually. The MNRB Group participated in MSD and highlighted the importance of takaful protections which are also accessible through digital platforms.

MNRB Ringgit Savvy Programme

An educational programme for primary and secondary school students to learn about the concept of investments and smart money management.

No. of Participants



Note: This programme is put on hold due to the MCO.

\* Malaysian Re's Virtual Round Table Discussion "Malaysian Insurance Outlook & Challenges: Present & Beyond COVID-19"

- A Virtual Round Table Discussion entitled "Malaysian Insurance Outlook & Challenges: Present & Beyond COVID-19" was held in conjunction with the virtual launch of Malaysian Insurance Highlights 2020 on 26 February 2020.
- The virtual round table session serves as a reference and important guide for the industry to forge ahead while operating in the new norms. In alignment with the introduction of approved vaccines, outcome from the discussions is hoped to contribute in mitigating the impact of the pandemic to our domestic insurance markets.
- The formidable lineup of panelists for this virtual round table discussion comprised of prominent industry figures, namely Antony Lee, Chairman of PIAM, Loh Guat Lan, President of LIAM, Marcel Omar Papp, Management Committee Member of MTA and Zainudin Ishak, the President & CEO of Malaysian Re as the moderator.

No. of participants:



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**Our Value-Based Intermediation Programmes**  
\*New

**\* Program Bantuan Untuk Pendidikan**

An initiative by MARA in collaboration with corporate entities to provide financial assistance to students from B40 families. It aims to provide equal opportunities for Maktab Rendah Sains MARA students from B40 families to succeed in their education.

**No. of participants:**

**50**

**Asnaf Entrepreneurship Programme**

An entrepreneurship programme organised in collaboration with zakat authorities to train eligible asnaf to become takaful agents. The programme includes an allowance for the asnaf funded by the IKHLAS Charity Fund.

**No. of participants:**

**14**

**IKHLAS Waqf & Endowment ("IWE")**

This programme provides a complimentary Waqf and endowment benefit to all individuals who participate in any of our general takaful plans. The Waqf and endowment will be channelled to the relevant Waqf or endowment recipients in the name of the participant upon his/her accidental demise.

Since its inaugural launch in April 2019, the IWE has contributed RM11,000 to 2 Waqf and endowment bodies in the name of 9 of our participants. There were 1,535,411 individual certificates eligible for IWE benefit as at March 2021.

Initiatives	No of individual certificates
A total of RM3,000 has been paid to University of Malaya Awqaf ("UM AWQAF") in Dec 2019 in the name of 3 participants	699,621 (as at March 2020)
Another RM8,000 distributed to Hospital Canselor Tuanku Muhriz UKM in December 2020 in the name of 6 participants (2 of them had 2 certificates each).	1,535,411 (as at March 2021)

**\* IKHLAS Waqf Facility**

A Waqf facility by Takaful IKHLAS to facilitate arrangement for settlement of Family Takaful death benefits which are assigned for Waqf. Currently, we have arrangement with Waqf institutions such as Perbadanan Wakaf Selangor, Yayasan Wakaf Malaysia, and JCorp Waqaf Annur.

**LOOKING AHEAD**

The MNRB Group aspires to continue our journey towards achieving a growth that is sustainable and meaningful for all our stakeholders. In the effort to create a positive socio-economic impact, the Group remains dedicated to integrating our sustainability and value-based agenda into our business and operation strategies by refining our internal processes and bolstering our capabilities to create sustainable value for our business, our stakeholders and society as a whole.

**FIVE-YEAR FINANCIAL HIGHLIGHTS**

	2021 RM'000	2020 RM'000	2019 RM'000	2018 RM'000	2017 RM'000
Revenue	<b>2,836,376</b>	2,552,108	2,268,929	2,470,249	2,528,213
Profit before zakat and tax	<b>223,236</b>	150,922	119,399	192,524	98,928
Profit after zakat and tax	<b>189,495</b>	132,907	104,407	140,865	71,170
Technical reserve	<b>5,883,755</b>	5,345,745	4,950,037	4,841,692	4,658,583
Total assets	<b>9,910,213</b>	9,214,807	8,707,363	7,935,000	7,556,580
Shareholders' fund	<b>2,418,320</b>	2,271,787	2,119,652	1,538,001	1,419,466
Share capital	<b>738,502</b>	738,502	722,306	319,605	319,605
Earnings per share (sen)	<b>24.2</b>	17.2*	20.3	42.2	27.6
Net assets per share (RM)	<b>3.1</b>	2.9	2.8	4.8	4.4
Profit before zakat and tax to Shareholders' fund (%)	<b>9.2</b>	6.6	5.6	12.5	7.0
Profit after zakat and tax to Shareholders' fund (%)	<b>7.8</b>	5.9	4.9	9.2	5.0

\* on enlarged Share Capital pursuant to the Dividend Reinvestment Plan ("DRP") exercise