

PROGRESSIVE INSURANCE BHD

197401001891 (19002-P)

(Incorporated in Malaysia)

Directors' Report and Audited Financial Statements

31 December 2025

197401001891 (19002-P)

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

CORPORATE INFORMATION

DIRECTORS

Tan Sri Sukarti Bin Wakiman (Chairman)
Noorhaneem Binti Shahrain (Deputy Chairman)

(Appointed on 1 August 2025 and
redesignated as Deputy Chairman
on 1 September 2025)

Chong Chung Vui
Datuk George Taitim Tulas
Tan See Dip
Dato' Khalid Bin Abdol Rahman
Datuk Haji Rusdin @ Musidi Bin Riman (Deputy Chairman)
Paul Chong Thian Soo

(Appointed on 1 February 2026)
(Retired on 15 March 2025)
(Ceased on 12 March 2025)

SECRETARIES

Phuah Lay Chin

REGISTERED OFFICE

7th Floor, Wisma Perkasa, Jalan Gaya
88845 Kota Kinabalu
Sabah

PRINCIPAL PLACE OF BUSINESS

6th, 9th and 10th Floors
Menara Cosway, Plaza Berjaya
No. 12, Jalan Imbi
55100 Kuala Lumpur

DOMICILE : MALAYSIA

AUDITORS

Messrs Ernst & Young PLT (Chartered Accountants)
Level 23A, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur

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DIRECTORS' REPORT

The Directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITY

The principal activity of the Company is the underwriting of all classes of general insurance business.

The principal activities of the subsidiaries, which are wholesale unit trust funds, are as disclosed in Note 5(b) to the financial statements.

There has been no significant change in the nature of these activities during the financial year.

FINANCIAL RESULTS

The results of the operations of the Group and of the Company for the year ended 31 December 2025 are as follows:

	Group RM	Company RM
Net profit for the year	<u>1,852,960</u>	<u>1,621,278</u>
Attributable to:		
Equity holders of the Company	1,622,147	
Non-controlling interest	<u>230,813</u>	
	<u>1,852,960</u>	

RESERVES AND PROVISIONS

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

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DIVIDENDS

No dividends have been declared or paid by the Company since the end of the previous financial year.

INSURANCE CONTRACT LIABILITIES

Before the financial statements of the Group and of the Company were authorised for issue, the Directors took reasonable steps to ascertain that there was adequate provision for its insurance contract liabilities in accordance with the valuation methods specified in the Malaysian Financial Reporting Standard (“MFRS”) 17 *Insurance Contracts*.

IMPAIRED DEBTS

Before the financial statements of the Group and of the Company were authorised for issue, the Directors took reasonable steps to ascertain that action had been taken in relation to the writing off of impaired debts and the making of impairment allowance for impaired debts and satisfied themselves that all known impaired debts had been written off and that adequate allowance had been made for impaired debts.

At the date of this report, the Directors are not aware of any circumstances which would render the amount written off for impaired debts or the amount of the impairment allowance for impaired debts in the financial statements of the Group and of the Company inadequate to any substantial extent.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were authorised for issue, the Directors took reasonable steps to ascertain that any current assets which were unlikely to realise their value as shown in the accounting records in the ordinary course of business had been written down to their recoverable amount.

At the date of this report, the Directors are not aware of any circumstances which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading.

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VALUATION METHODS

At the date of this report, the Directors are not aware of any circumstances which have arisen which would render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

CONTINGENT LIABILITIES

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

- (a) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

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

For the purpose of this paragraph, contingent or other liabilities do not include liabilities arising from contracts of insurance underwritten in the ordinary course of business of the Group and of the Company.

SIGNIFICANT EVENTS

There were no significant events which have occurred during the financial year.

SUBSEQUENT EVENTS

There were no material events subsequent to the end of the financial year that would require adjustment or disclosure in the financial statements.

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CHANGE OF CIRCUMSTANCES

At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading or inappropriate.

ITEMS OF AN UNUSUAL NATURE

In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

In the opinion of the Directors, no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

ISSUE OF SHARES

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

DIRECTORS AND THEIR INTERESTS IN SHARES

Directors who served since the beginning of the financial year to the date of this report are:

Tan Sri Sukarti Bin Wakiman (Chairman)

Noorhaneem Binti Shahrain (Deputy Chairman)

(Appointed on 1 August 2025 and
redesignated as Deputy Chairman
on 1 September 2025)

Chong Chung Vui

Datuk George Taitim Tulas

Tan See Dip

Dato' Khalid Bin Abdol Rahman

Datuk Haji Rusdin @ Musidi Bin Riman (Deputy Chairman)

Paul Chong Thian Soo

(Appointed on 1 February 2026)

(Retired on 15 March 2025)

(Ceased on 12 March 2025)

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DIRECTORS AND THEIR INTERESTS IN SHARES (CONT'D.)

In accordance with Article 76 of the Company's Constitution, Datuk George Taitim Tulas retires by rotation at the forthcoming Annual General Meeting ("AGM") and, being eligible, offers himself for re-election.

Noorhaneem Binti Shahrain and Dato' Khalid Bin Abdol Rahman retire pursuant to Article 81B of the Company's Constitution at the forthcoming AGM and, being eligible, offer themselves for re-election.

According to the register of Directors' shareholdings, none of the Directors holding office at the end of the financial year had any interest in the shares of the Company or its related corporations.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director has received or become entitled to receive any benefits (other than benefits included in the aggregate amount of emoluments and fees received or due and receivable by the Directors or the fixed salary of a full-time employee of the Company as shown below) by reason of a contract made by the Company or a related company with a Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

The Directors' benefits are as follows:

	Group/Company RM
Fees	548,806
Other emoluments	380,920
Benefits-in-kind	70,956
	<u>1,000,682</u>

There were no arrangements during and at the end of the year to which the Group and the Company were a party, whereby the Directors of the Company might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

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DIRECTORS' BENEFITS (CONT'D.)

During the financial year, the Company has maintained a Directors and Officers Liability ("D&O") Insurance for the Directors and the Officers of the Company with a premium of approximately RM51,000, providing an aggregate coverage limit of RM25 million for liabilities incurred by Directors and Officers while discharging their duties. The policy does not provide indemnity for any fraudulent, dishonest, wilful, or criminal acts, or for any intentional breach of law or trust proven against the Directors.

CORPORATE GOVERNANCE

The Group and the Company have complied with the prescriptive requirements of, and adopted Management practices that are consistent with the principles prescribed under Bank Negara Malaysia's ("BNM") Policy Document on Corporate Governance as disclosed from pages 8 to 25.

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AUDITORS AND AUDITORS' REMUNERATION

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration is as follows:

	Group RM	Company RM
Ernst & Young PLT	761,300	751,000
Other auditors	12,500	-
	<u>773,800</u>	<u>751,000</u>

Signed on behalf of the Board
in accordance with a resolution
of the Directors dated 26 March 2026



TAN SRI SUKARTI BIN WAKIMAN
Chairman



CHONG CHUNG VUI
Director

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CORPORATE GOVERNANCE STATEMENT

BOARD RESPONSIBILITY AND OVERSIGHT

The Board has the full responsibility of leading the Group and the Company and providing strategic direction for the Group and the Company and discharges its responsibility through compliance with the prescriptive requirements of and adopting practice standards advocated in BNM/RH/PD 029-9: Corporate Governance.

Board Meetings

Fifteen (15) Board meetings were held during the year and the number of meetings attended by each Director were as follows:

Director		No. of Board Meetings Attended	Attendance at AGM
Tan Sri Sukarti Bin Wakiman	Chairman	14/15	Yes
Noorhaneem Binti Shahrain	Independent Non-Executive		
(Appointed on 1 August 2025 and redesignated as Deputy Chairman on 1 September 2025)	Deputy Chairman	8/8	N/A*
	Non-Independent Non-Executive		
Chong Chung Vui	Independent Non-Executive	15/15	Yes
Datuk George Taitim Tulas	Non-Independent	13/15	Yes
	Non-Executive		
Tan See Dip	Independent Non-Executive	15/15	Yes
Dato' Khalid Bin Abdol Rahman	Independent Non-Executive	0/0	N/A*
(Appointed on 1 February 2026)			
Datuk Haji Rusdin @ Musidi	Deputy Chairman	1/1	N/A**
Bin Riman	Non-Independent Non-Executive		
(Retired on 15 March 2025)			
Paul Chong Thian Soo	Independent Non-Executive	1/1	N/A**
(Ceased on 12 March 2025)			

* Appointed after the AGM held on 26 June 2025.

** Retired and ceased prior to the AGM held on 26 June 2025.

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BOARD RESPONSIBILITY AND OVERSIGHT (CONT'D.)

Board Meetings (Cont'd.)

As at the date of this report, the Board comprises six (6) non-executive Directors, of which four (4) are independent. The Board consists of non-executive Directors which have enhanced the Board's objectivity and enabled it to effectively discharge its oversight function.

The Board members are from diverse backgrounds with a mix of financial, technical and business expertise and have the necessary depth of experience to deliberate on issues regarding strategy, monitoring of performance, succession and resources planning, formalisation of policies on issues specifically reserved for its decision and ensuring that the Group's and the Company's internal controls and procedures are adequate. All Directors comply with the prescribed limit of other directorships held.

The position of the Chairman of the Board without executive responsibilities has ensured a balance of power and authority. The non-executive Directors are independent of management and do not participate in the day to day management of the Group and of the Company.

The independent Directors fulfil their roles of corporate accountability and the following Committees were established to assist the Board in the discharge of its duties. The activities and members of the relevant Committees are as follows:

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BOARD RESPONSIBILITY AND OVERSIGHT (CONT'D.)

Board Audit Committee

The activities of the Board Audit Committee (“BAC”) are governed by its terms of reference that were approved by the Board. The Committee, comprising non-executive members, meets regularly and a total of nine (9) meetings were held during the year ended 31 December 2025. The Committee reviews the Annual Financial Statements of the Group and of the Company tabled to the Board for approval and the adequacy and effectiveness of internal control systems and performs any other functions as advised by the Board.

The Internal Audit Department (“IAD”) assists the BAC in the discharge of its duties and responsibilities and, amongst others, reports on the Group’s management, records, accounting policies and controls.

Note: The IAD’s findings and recommendations are communicated to the Board. During the year, seven (7) audit reports were presented to the BAC in 2025.

Members		Meetings Attended
Chong Chung Vui (Redesignated as Chairman on 13 March 2025)	Chairman Independent Non-Executive	9/9
Tan See Dip	Independent Non-Executive	9/9
Noorhaneem Binti Shahrain (Appointed on 1 August 2025)	Non-Independent Non-Executive	3/3
Dato’ Khalid Bin Abdol Rahman (Appointed on 11 February 2026)	Independent Non-Executive	0/0
Tan Sri Sukarti Bin Wakiman (Appointed on 13 March 2025 and ceased on 11 February 2026)	Independent Non-Executive	5/7
Paul Chong Thian Soo (Ceased on 12 March 2025)	Chairman Independent Non-Executive	2/2
Datuk Haji Rusdin @ Musidi Bin Riman (Retired on 15 March 2025)	Non-Independent Non-Executive	2/2

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BOARD RESPONSIBILITY AND OVERSIGHT (CONT'D.)

Board Risk Management Committee

The Committee assists the Board in the management of major and material risks including addressing new risks that can affect the financial condition and performance of the Group and of the Company. The Committee continues to enhance its enterprise-wide risk management framework to identify, evaluate and manage risks by identifying all major risks in critical areas of operations, assessing the possible impact of significant exposures and the risk mitigation measures taken.

Members		Meetings Attended
Tan See Dip	Chairman	4/4
(Redesignated as Chairman on 13 March 2025)	Independent Non-Executive	
Datuk George Taitim Tulas	Non-Independent Non-Executive	4/4
Chong Chung Vui	Independent Non-Executive	4/4
(Reappointed on 13 March 2025)		
Dato' Khalid Bin Abdol Rahman	Independent Non-Executive	0/0
(Appointed on 11 February 2026)		
Paul Chong Thian Soo	Chairman	0/0
(Ceased on 12 March 2025)	Independent Non-Executive	
Datuk Haji Rusdin @ Musidi	Non-Independent Non-Executive	0/0
Bin Riman		
(Retired on 15 March 2025)		

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BOARD RESPONSIBILITY AND OVERSIGHT (CONT'D.)

Board Nomination and Remuneration Committee

The Board Nomination and Remuneration Committee (“BNRC”) was formed following the merger of the Board Nomination Committee and the Board Remuneration Committee, effective 1 August 2024.

The BNRC is responsible for assessing and recommending nominees for directorship, including re-appointments, and for overseeing the annual evaluation of the Board, Board Committees, individual Directors and the Chief Executive Officer. The BNRC also reviews the composition of the Board to ensure an appropriate balance of skills, experience, independence and diversity in supporting the Company’s strategic direction.

In addition to its nomination responsibilities, the BNRC reviews the remuneration framework for Directors and senior management to ensure that compensation remains fair, competitive and aligned with performance and responsibilities. The BNRC also oversees succession planning for the Chief Executive Officer and reviews the appointment of senior management where appropriate.

The BNRC comprises non-executive Directors who provide independent oversight and objective judgement in fulfilling its mandate.

Members		Meetings Attended
Dato’ Khalid Bin Abdol Rahman (Appointed as Chairman on 11 February 2026)	Chairman Independent Non-Executive	0/0
Chong Chung Vui (Redesignated as Member on 11 February 2026)	Independent Non-Executive	6/6
Datuk George Taitim Tulas	Non-Independent Non-Executive	6/6
Tan See Dip	Independent Non-Executive	6/6
Tan Sri Sukarti Bin Wakiman (Appointed on 13 March 2025)	Independent Non-Executive	6/6
Noorhaneem Binti Shahrain (Appointed on 1 August 2025)	Non-Independent Non-Executive	2/2
Datuk Haji Rusdin @ Musidi Bin Riman (Retired on 15 March 2025)	Non-Independent Non-Executive	0/0
Paul Chong Thian Soo (Ceased on 12 March 2025)	Independent Non-Executive	0/0

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BOARD RESPONSIBILITY AND OVERSIGHT (CONT'D.)

Board Investment Committee

The Committee reviewed and recommended investment strategies and policies for the Board's approval and met quarterly and other times as required. The Committee monitored the investment performance of the Group and of the Company against the strategic plan, ensured investments were in accordance with the approved internal policies, investment risk management processes were in place and reported to the Board on any specific transactions requiring the awareness and sanction of the Board.

Members		Meetings Attended
Datuk George Taitim Tulas (Redesignated as Chairman on 13 March 2025)	Chairman Non-Independent Non-Executive	2/2
Tan See Dip	Independent Non-Executive	2/2
Tan Sri Sukarti Bin Wakiman (Appointed on 13 March 2025)	Independent Non-Executive	2/2
Chong Chung Vui (Reappointed on 13 March 2025)	Independent Non-Executive	2/2
Noorhaneem Binti Shahrain (Appointed on 1 August 2025)	Non-Independent Non-Executive	1/1
Dato' Khalid Bin Abdol Rahman (Appointed on 11 February 2026)	Independent Non-Executive	0/0
Paul Chong Thian Soo (Ceased on 12 March 2025)	Chairman Independent Non-Executive	0/0
Datuk Haji Rusdin @ Musidi Bin Riman (Retired on 15 March 2025)	Non-Independent Non-Executive	0/0

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BOARD RESPONSIBILITY AND OVERSIGHT (CONT'D.)

Board Information Technology Committee

The formation of the Board Information Technology Committee (“BITC”) was approved by the Board on 15 July 2024, to provide oversight and strategic guidance on all Information Technology related initiatives and projects within the Group and the Company. The Committee was dissolved on 10 March 2025.

Members		Meetings Attended
Datuk George Taitim Tulas	Chairman	0/0***
	Non-Independent Non-Executive	
Tan See Dip	Independent Non-Executive	0/0***
Datuk Haji Rusdin @ Musidi	Non-Independent Non-Executive	0/0***
Bin Riman		
(Retired on 15 March 2025)		
Paul Chong Thian Soo	Independent Non-Executive	0/0***
(Ceased on 12 March 2025)		

*** The Committee was dissolved on 10 March 2025 and no meetings were held during the financial year.

MANAGEMENT ACCOUNTABILITY

The Group and the Company have in place a documented and updated organisation structure with clear reporting lines and job descriptions for management and executive employees. In addition, there are also well documented policies and procedures in the operating manuals for all major functions within the Group and the Company. Monthly executive committee and departmental/branch meetings are held for better communication amongst the senior management team and employees on the affairs and operations of the Group and of the Company.

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CORPORATE INDEPENDENCE

Related party transactions, if any, are disclosed to the Board and these transactions are on terms and conditions no more favourable than those available on similar transactions to the Group's and the Company's other customers.

PUBLIC ACCOUNTABILITY

The Group and the Company uphold the principles of good business practices and ensure that dealings with the public are conducted fairly, honestly, and professionally. The Group and the Company have in place a system to handle public complaints and grievances, and the information on the avenue for further recourse against unfair practices is disclosed to the insured.

CORPORATE GOVERNANCE

The Board of Directors fully appreciate the importance of and is committed to the principles of good corporate governance and is responsible to ensure that the highest standards of corporate governance are observed and that the affairs of the Group and of the Company are conducted with professionalism and with the objective of safeguarding policyholders' interests, shareholders' investments and meeting the obligations owed to other stakeholders.

The Group and the Company have complied with the prescriptive requirements of BNM/RH/PD 029-9: Corporate Governance issued by Bank Negara Malaysia ("BNM") and adopted management practices that are consistent with the best practise standards advocated in the Policy Document.

Board of Directors' Profile

Tan Sri Sukarti Bin Wakiman (Chairman)

- Appointed to the Board of Progressive Insurance Bhd as Chairman and Independent Non-Executive Director on 11 May 2021.
- Holds a Bachelor of Arts Honours Degree in Anthropology and Sociology from the University of Malaya.
- He had served the State Government of Sabah for over 40 years before retiring as the 8th Secretary of State of Sabah in July 2018. Prior to the aforesaid position, Tan Sri Sukarti held various distinguished positions, namely, the Permanent Secretary (Head of Ministry) in three Sabah State Ministries and the Director of Public Service Department, Sabah.

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CORPORATE GOVERNANCE (CONT'D.)

Board of Directors' Profile (Cont'd.)

Tan Sri Sukarti Bin Wakiman (Chairman) (Cont'd.)

- His extensive experience, multi-disciplinary skills, and his experience in diversified sectors in public service including his past directorships in certain leading entities of both public and private sectors would be invaluable and relevant in providing the appropriate leadership to the Board of the Group and the Company and to be added to the collective skills set of the Board.

Noorhaneem Binti Shahrain (Deputy Chairman) (Appointed on 1 August 2025)

- Appointed to the Board of Progressive Insurance Bhd as a Non-Independent Non-Executive Director on 1 August 2025 and redesignated as Deputy Chairman with effect from 1 September 2025.
- Holds a Degree in Bachelor of Commerce in Accounting from The University of New South Wales, Australia.
- She is a member of the Malaysian Institute of Accountants ("MIA") and a member of the Certified Practising Accountant ("CPA") Australia.
- She possesses more than 27 years of experience in diverse fields including finance, audit, corporate governance, and public administration, serving in key leadership and advisory roles throughout her career. Currently, she holds a senior position in the Sabah Ministry of Finance, where she plays a pivotal role in strategic planning, policy implementation, and organisational transformation.
- She currently also serves on the Board of several government-linked companies in Sabah as a permanent representative and alternate Director.

Chong Chung Vui

- Appointed to the Board of Progressive Insurance Bhd as an Independent Non-Executive Director on 15 May 2023.
- A Fellow Member of The Chartered Association of Certified Accountants ("FCCA"), UK and a Chartered Member of MIA. He also holds a Degree in Master of Business Administration from the Irish Business School, London.

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CORPORATE GOVERNANCE (CONT'D.)

Board of Directors' Profile (Cont'd.)

Chong Chung Vui (Cont'd.)

- He has over 42 years of experience in the corporate sector and has been managing his own business over the past 22 years. His corporate experience includes serving as the Principal Officer (“PO”) and Chief Financial Officer (“CFO”) of Progressive Insurance Bhd from 1989 to 1993, and as Chief Executive Officer (“CEO”) of a Sabah state-owned investment and property group from 1994 to 1999. As PO of Progressive Insurance Bhd, he was responsible for managing stakeholder relations, providing strategic leadership to the management team and business units, and driving sustainable growth and profitability aligned with the Company’s objectives. He also served as an Independent Director of Progressive Insurance Bhd from 1995 to 2002, during which he was a member of the Investment Committee and Chairman of the Audit Examination Committee.
- Prior to joining Progressive Insurance Bhd, he spent 10 years in the accountancy profession, where he gained extensive experience in auditing, taxation and management consultancy, as well as lecturing ACCA students. His professional dedication lies in business operations, financial management, investments and corporate governance.

Datuk George Taitim Tulas

- Appointed to the Board of Progressive Insurance Bhd as a Non-Independent Non-Executive Director on 5 July 2024.
- Holds a Bachelor of Arts Degree (Joint) in Management Science and Computer Science from University of Keele in United Kingdom, after having attained a Diploma in Computer Science from Mara Institute of Technology, Malaysia in 1983.
- He embarked on his professional journey with Sabah Credit Corporation Berhad as a System Analyst in 1983. Over the course of 40+ years, his career trajectory showcased his expertise in management science, computer science, and strategic planning. His skill set encompassed system administration, analytical strategy, and sequential query language (“SQL”).
- He is currently the Chief Executive Officer of Sabah Credit Corporation, a Sabah State Government statutory body under the purview of the Sabah Ministry of Finance. While serving as the Chief Executive Officer of Sabah Credit Corporation, he is also a Board Member of Bay View Properties Sdn. Bhd., a joint venture company between Sabah Credit Corporation and another Sabah State Government GLC, Kota Kinabalu Industrial Park Sdn. Bhd. (“KKIP”). This company involves in residential property development.

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CORPORATE GOVERNANCE (CONT'D.)

Board of Directors' Profile (Cont'd.)

Tan See Dip

- Appointed to the Board of Progressive Insurance Bhd as an Independent Non-Executive Director on 5 July 2024.
- Holds a Bachelor of Commerce and Administration degree from Victoria University of Wellington, New Zealand.
- He is a qualified Chartered Accountant, Chartered Company Secretary and Certified Insurance Practitioner.
- He was a member of several professional bodies, including the Chartered Accountants Australia & New Zealand, the Institute of Chartered Secretaries & Administrators, the MIA, and is a Senior Associate of The Australia and New Zealand Institute of Insurance and Finance.
- He retired after a distinguished 40-year career in the insurance industry, during which he held various C-suite roles. His career culminated in his appointments as CEO of UniAsia Insurance, Liberty Insurance Berhad, and AmGeneral Insurance Berhad in Malaysia.
- He also served as a member of the Management Committee of Persatuan Insurans Am Malaysia ("PIAM"), Academic Council member of the Malaysian Insurance Institute ("MII"), Independent Non-Executive Director of the Ombudsman for Financial Services ("OFS"), and Board of Trustees of The National B40 Protection Trust Fund (MySalam).

Dato' Khalid Bin Abdol Rahman (Appointed on 1 February 2026)

- Appointed to the Board of Progressive Insurance Bhd as an Independent Non-Executive Director on 1 February 2026.
- Holds a Bachelor of Science (Finance) Degree from Indiana State University, USA, and obtained his Master of Business Administration (Marketing) from the University of New Haven, Connecticut, USA in 1986.
- He is an accomplished corporate leader with over 40 years of experience in corporate finance, corporate planning, business development, procurement, legal including corporate governance, risk management and internal control. He retired from DRB-HICOM Berhad in January 2018 after holding senior roles such as Group CEO of POS Malaysia Berhad, and Group Director, Corporate Planning & Business Development, where he led major acquisitions, mergers, and strategic initiatives, including the acquisition of POS Malaysia Berhad and the partnership for PROTON with Zhejiang Geely.
- He has more than 30 years of experience with public listed companies that engaged in the business of banking and insurance, automotive, manufacturing and distribution, plantations, trading and services, property and construction, hospitality and education.
- Post-retirement, he served as Deputy CEO of SRT-EON Security Services Sdn Bhd from 2018 to 2022 and was Chairman of The Pacific Insurance Berhad until May 2025. His earlier career spans leadership positions in Tradewinds Corporation Berhad, MARA Holdings, Malaysian Mining Corporation, and merchant banking.
- He currently sits on the Board of Manulife Holdings Berhad and of Manulife Insurance Berhad.

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CORPORATE GOVERNANCE (CONT'D.)

Board of Directors' Profile (Cont'd.)

Datuk Haji Rusdin @ Musidi Bin Riman (Deputy Chairman) (Retired on 15 March 2025)

- Appointed to the Board of Progressive Insurance Bhd as a Non-Independent Non-Executive Director on 16 March 2022.
- Re-designated as Deputy Chairman of Progressive Insurance Bhd on 1 June 2022.
- Holds a Master Degree in Business Administration from Edith Cowan University, Australia.
- Fellow member of Certified Practising Accountant ("FCPA") Australia, member of Malaysian Institute of Accountants ("MIA"), Chartered Public Finance Accountant member ("CPFA") United Kingdom.
- Held various senior capacities and was the State Treasurer of Sabah Ministry of Finance.
- Retired from civil service on 30 June 2022 as Permanent Secretary of the Sabah Ministry of Finance.

Paul Chong Thian Soo (Ceased on 12 March 2025)

- Appointed to the Board of Progressive Insurance Bhd as an Independent Non-Executive Director on 13 March 2019.
- Holds a MBA Degree from the Charles Sturt University in Australia.
- Professional member of the Malaysian Institute of Accountants ("MIA"), Malaysian Institute of Corporate Governance ("MICG") and The Institute of Internal Auditors Malaysia ("IIAM").
- Fellow member of the Association of Chartered Certified Accountants ("ACCA").
- Served previously with Messrs Ernst & Young for 15 years, 3 years in the investment arm of the Sabah Foundation and more than 8 years as a freelance Corporate Advisor.

Trainings and Education

The Company ensures that the Directors are equipped with the relevant skills and updated knowledge to exert their roles in Board and Board Committees. Continuous professional development is provided to the Directors time to time by the Committees. The Company sends the Directors to talks, seminars or presentations by external professionals, consultants or Management on topics relevant to the insurance industry.

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CORPORATE GOVERNANCE (CONT'D.)

Trainings attended:

During the year, the following were among the trainings attended by the Directors:

- Accountants Conference 2025
- FIDE Core Modules (A & B - Insurance)

FINANCIAL REPORTING

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

The Board receives regular financial and management reports and senior management receives monthly management reports to enable them to effectively monitor the performance and goals of the Group and of the Company.

INTERNAL CONTROLS AND OPERATIONAL RISK MANAGEMENT

The Directors acknowledge their responsibility over both the systems of internal controls maintained by the Group and the Company and in reviewing its effectiveness. The scope of internal controls cover not only financial but also operational and compliance controls as well as business risk management.

The business risk management, other than insurance operations, includes treaty reinsurance programmes and half yearly stress tests to detect possible sources of vulnerability.

The Group and the Company continue to enhance their enterprise-wide risk management framework to proactively identify and manage risk effectively in order to achieve the Group’s and the Company’s business objectives.

There are procedures in place for both internal and external auditors to report their findings and recommendations to the Board, the Audit Committee and Management. All aspects of the systems of internal controls are subject to regular review to ensure their adequacy and effectiveness.

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

REMUNERATION POLICY

The policy is applicable to all levels of employees in the Company. The Remuneration Policy sets out the policies relating to the remuneration of employees.

The Company's remuneration philosophy is to:

- (1) Attract and retain competent employees to contribute to improve the performance and value of the Company.
- (2) Endeavour to encourage employees to perform their best by creating a good working environment that motivates high performance so that all employees can positively contribute to the strategy, vision, goals and values of the Company.
- (3) Provide a competitive total remuneration package for employees by benchmarking to the market and providing incentives which are commensurate with performance.
- (4) Align the best interests of the employees with the other stakeholders as the Group and the Company believe that the long-term success of the Company is directly linked to the calibre of its employees.

Remuneration Policy for Members of Board of Directors

(1) Fixed Remuneration

With the exception of the Chairman as described below, Board members are currently not paid any fixed remuneration. However, all Board members are paid an attendance allowance per attendance (RM1,500 for Chairman and RM1,000 for Committee member) for each and every Board meeting or committee meeting that they attended.

(a) Chairman of the Board:

- (i) The Chairman of the Board is paid a fixed monthly allowance, currently at the rate of RM6,000 per month.

(2) Reimbursement of expenses

Expenses such as travel and accommodation relating to Board meetings and relevant trainings will be reimbursed in accordance with the Company's current policy.

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

REMUNERATION POLICY (CONT'D.)

Remuneration Policy for Members of Board of Directors (Cont'd.)

(3) Annual financial rewards

The shareholders of the Company may, at their total and absolute discretion, give a one-off financial reward to members of the Board of Directors during the Annual General Meeting.

Remuneration Policy For Employees

(1) The basis of employees' remuneration

In determining a holistic approach to employee remuneration, the Company takes into consideration the following:

- The strategy and business objectives of the Company;
- Overall business performance and alignment to shareholder interests;
- The need to attract and retain skilled, qualified and competent employees to contribute to improvement of the performance and value of the Company;
- The prevailing job market conditions;
- Ensure that all employees are remunerated fairly;
- Ensuring that employees share in the success of the Company;
- Ensure that the correct governance frameworks are applied to all decisions and practices relating to remuneration throughout the Company; and
- The prevailing rate of the Consumer Price Index ("CPI").

(2) Short-term and variable incentives

Short-term incentives comprise the following:

(a) Contractual Bonus

All permanent and confirmed employees are eligible for Contractual Bonus. The Contractual Bonus is payable in December each year. Confirmed permanent employees whose employment period is less than 12 months will be paid on a pro-rated basis.

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

REMUNERATION POLICY (CONT'D.)

Remuneration Policy For Employees (Cont'd.)

(2) Short-term and variable incentives (Cont'd.)

(b) Performance Bonus

All permanent and confirmed employees are eligible to be considered for Performance Bonus. The quantum of Performance Bonus depends on the result of the Company's performance and his/her annual appraisal and performance during the financial year.

(c) Annual salary increment

All permanent and confirmed employees are eligible for consideration for annual salary increment. The quantum of salary increment depends on where his/her current salary sits on the market benchmark and the result of his/her annual appraisal and performance during the financial year.

(d) Promotion and upgrading

All permanent and confirmed employees are eligible for promotion and upgrading, depending on the increased expansion and responsibility of the role, filling in a higher vacancy and the result of their annual appraisal and also their individual performance during the year, including the recommendation of the Head of Department. Employees who are promoted or upgraded are normally given additional salary increment on top of their annual salary increment.

There are no other forms of variable remuneration offered other than cash.

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

REMUNERATION POLICY (CONT'D.)

Remuneration Policy For Employees (Cont'd.)

(3) Long-term incentives ("LTI")

(a) Additional KWSP contribution by the Company

All employees of the Company are required by law to be a member/contributor of Kumpulan Wang Simpanan Pekerja ("KWSP"). Apart from KWSP, the Company does not provide any retirement benefits nor long-term performance remuneration to its employees. However, employees who joined the Company before 10 February 2020, the Company pays an additional amount of contribution ("excess contribution") over and above the statutory rates to the employee's KWSP accounts according to the number of years of service. The excess contribution is designed to keep and retain employees in the Company and ranges from 1% to 6% on top of the statutory rates. Employees who joined the Company after 10 February 2020 are not eligible for the excess contribution. The Company will only pay the prevailing statutory rates.

Governing structure of the remuneration policy

(1) Management level

As part of the business planning and operational budgeting cycle, the annual remuneration increases must be budgeted for. It shall be the responsibility of management to prepare the budget and to prepare the proposal for increase in employees' remuneration and incentives, to be tabled to the Remuneration Committee.

(2) Remuneration Committee

The decision and deliberation of the Remuneration Committee shall be tabled by way of recommendation to the Board for consideration and approval. The Remuneration Committee shall take into account the Remuneration Policy and any other relevant documents such as the Committee's Terms of Reference when considering matters before it.

The Remuneration Committee has full discretion in determining the appropriate remuneration policies and practices for the Company including, but not limited to, annual remuneration increases, performance bonuses and other incentives.

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

REMUNERATION POLICY (CONT'D.)

Governing structure of the remuneration policy (Cont'd.)

(3) Board of Directors

The Board of Directors, after taking into consideration proposals and recommendations from the Remuneration Committee, shall have the final decision on matters regarding remuneration policies in the Company.

Variation or Amendment to the Remuneration Policy

The Remuneration Policy is subject to review annually. However, any amendment to the Remuneration Policy must first be approved by the Remuneration Committee before the amendment is effective.

Senior Management

All Executive Committee ("EXCO") members are defined as senior management, of which there are 9 officers in total. Senior Management received contractual bonuses for the financial year ended 31 December 2025 amounting to approximately RM663,258.

Total value of remuneration awards for Senior Management in 2025

	RM
Fixed remuneration	
• Cash-based	2,382,046
Variable remuneration	
• Cash-based	663,258
• Other	273,183
	<u>936,441</u>

197401001891 (19002-P)

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

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

We, Tan Sri Sukarti Bin Wakiman and Chong Chung Vui, being two of the Directors of PROGRESSIVE INSURANCE BHD, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 32 to 169 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act, 2016 in Malaysia so as to give a true and fair view of the financial positions of the Group and of the Company as at 31 December 2025 and of their results and their cash flows for the year then ended.

Signed on behalf of the Board
in accordance with a resolution
of the Directors dated 26 March 2026



TAN SRI SUKARTI BIN WAKIMAN
Chairman



CHONG CHUNG VUI
Director

197401001891 (19002-P)

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

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

I, Jaimin Bin Kamin, being the officer primarily responsible for the financial management of PROGRESSIVE INSURANCE BHD, do solemnly and sincerely declare that the accompanying financial statements set out on pages 32 to 169 are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by
the abovementioned **JAIMIN BIN KAMIN**
at Kota Kinabalu in the State of Sabah
on 26 March 2026


JAIMIN BIN KAMIN

Before me,



Suite 1-8-W8 & W9, 8th Floor CPS Tower
Centre Point Sabah No. 1,
Jalan Centre Point
88000 Kota Kinabalu, Sabah.

197401001891 (19002-P)

**Independent auditors' report to the members of
Progressive Insurance Bhd**

(Incorporated in Malaysia)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Progressive Insurance Bhd, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the income statements, statements of other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 32 to 169.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act, 2016 in Malaysia.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountant (including International Independence Standards) ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Information other than the financial statements and auditors' report thereon

The directors of the Company are responsible for the other information. The other information comprises the Directors' Report and the Corporate Governance Statement, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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



Shape the future
with confidence

197401001891 (19002-P)

Independent auditors' report to the members of
Progressive Insurance Bhd (Cont'd.)

(Incorporated in Malaysia)

Information other than the financial statements and auditors' report thereon (Cont'd.)

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

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

Responsibilities of the Directors for the financial statements

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

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

Auditors' responsibilities for the audit of the financial statements

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

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



Shape the future
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197401001891 (19002-P)

Independent auditors' report to the members of
Progressive Insurance Bhd (Cont'd.)

(Incorporated in Malaysia)

Auditors' responsibilities for the audit of the financial statements (Cont'd.)

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



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197401001891 (19002-P)

Independent auditors' report to the members of
Progressive Insurance Bhd (Cont'd.)
(Incorporated in Malaysia)

Auditors' responsibilities for the audit of the financial statements (Cont'd.)

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

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act, 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, is disclosed in Note 5(b) to the financial statements.

Other matters

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

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Kuala Lumpur, Malaysia
26 March 2026

Kannan L Rajagopal
03490/03/2028 J
Chartered Accountant

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

		Group		Company	
	Note	2025	2024	2025	2024
		RM	RM	RM	RM
ASSETS					
Property and equipment	3	15,498,971	17,152,392	15,498,971	17,152,392
Right-of-use assets	4	354,004	769,519	354,004	769,519
Investments	5	332,512,767	312,874,871	334,260,583	323,193,790
Insurance contract assets	6(a)	-	783,452	-	783,452
Reinsurance contract assets	6(b)	178,749,237	67,924,140	178,749,237	67,924,140
Loans and other receivables	7	117,786,705	105,614,865	110,343,639	90,529,196
Deferred tax assets	8	-	795,685	-	795,685
Tax recoverable		5,811,286	4,983,893	5,811,286	4,983,893
Cash and cash equivalents		23,273,840	20,723,685	22,862,100	20,497,410
TOTAL ASSETS		673,986,810	531,622,502	667,879,820	526,629,477
EQUITY AND LIABILITIES					
Share capital	9	100,000,000	100,000,000	100,000,000	100,000,000
Reserves	10	176,456,808	174,834,661	176,379,426	174,758,148
		276,456,808	274,834,661	276,379,426	274,758,148
Non-controlling interests		5,065,300	4,835,637	-	-
TOTAL EQUITY		281,522,108	279,670,298	276,379,426	274,758,148
Insurance contract liabilities	6(a)	334,971,277	201,656,966	334,971,277	201,656,966
Reinsurance contract liabilities	6(b)	5,324,542	8,839,452	5,324,542	8,839,452
Lease liabilities	11	369,667	789,260	369,667	789,260
Deferred tax liabilities	8	2,665,893	-	2,665,893	-
Other financial liabilities	12	29,238,666	29,591,553	29,238,666	29,591,553
Other payables	13	19,894,657	11,074,973	18,930,349	10,994,098
TOTAL LIABILITIES		392,464,702	251,952,204	391,500,394	251,871,329
TOTAL EQUITY AND LIABILITIES		673,986,810	531,622,502	667,879,820	526,629,477

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

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

STATEMENTS OF PROFIT OR LOSS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025	2024	2025	2024
		RM	RM	RM	RM
Insurance revenue		147,545,571	155,158,627	147,545,571	155,158,627
Insurance service expenses		(212,706,170)	(99,593,565)	(212,706,170)	(99,593,565)
Insurance service result before reinsurance contracts held		(65,160,599)	55,565,062	(65,160,599)	55,565,062
Allocation of reinsurance premiums		(59,017,185)	(85,466,190)	(59,017,185)	(85,466,190)
Amounts recoverable from reinsurers for incurred claims		128,029,675	24,129,126	128,029,675	24,129,126
Net expense from reinsurance contracts held		69,012,490	(61,337,064)	69,012,490	(61,337,064)
Insurance service result	14	<u>3,851,891</u>	<u>(5,772,002)</u>	<u>3,851,891</u>	<u>(5,772,002)</u>
Interest revenue calculated using the effective interest method	15(a)	2,093,731	1,931,553	1,763,854	1,620,865
Other investment revenue	15(b)	12,951,749	26,960,516	12,456,484	26,536,147
Net investment income		<u>15,045,480</u>	<u>28,892,069</u>	<u>14,220,338</u>	<u>28,157,012</u>
Insurance finance expenses for insurance contracts issued	16(a)	(9,007,576)	(6,511,103)	(9,007,576)	(6,511,103)
Reinsurance finance income for reinsurance contracts held	16(b)	4,153,305	2,920,715	4,153,305	2,920,715
Net insurance financial result		<u>(4,854,271)</u>	<u>(3,590,388)</u>	<u>(4,854,271)</u>	<u>(3,590,388)</u>
Other operating income	17	1,965,508	2,395,718	1,965,508	2,395,718
Other operating expenses	18	(10,694,070)	(5,547,564)	(10,100,610)	(4,992,053)
Net other operating result		<u>(8,728,562)</u>	<u>(3,151,846)</u>	<u>(8,135,102)</u>	<u>(2,596,335)</u>
Profit before taxation		5,314,538	16,377,833	5,082,856	16,198,287
Taxation	19	(3,461,578)	(3,757,869)	(3,461,578)	(3,757,869)
Net profit for the year		<u>1,852,960</u>	<u>12,619,964</u>	<u>1,621,278</u>	<u>12,440,418</u>

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

STATEMENTS OF PROFIT OR LOSS
FOR THE YEAR ENDED 31 DECEMBER 2025 (CONT'D.)

	Note	Group		Company	
		2025	2024	2025	2024
		RM	RM	RM	RM
Net profit for the year		<u>1,852,960</u>	<u>12,619,964</u>	<u>1,621,278</u>	<u>12,440,418</u>
Net profit for the year					
attributable to:					
Equity holders of the Company		1,622,147	12,421,055		
Non-controlling interests		<u>230,813</u>	<u>198,909</u>		
		<u>1,852,960</u>	<u>12,619,964</u>		
Earnings per ordinary share (sen)					
- Basic and diluted	20	<u>1.6</u>	<u>12.4</u>		

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

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

STATEMENTS OF OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025	2024	2025	2024
		RM	RM	RM	RM
Net profit for the year		1,852,960	12,619,964	1,621,278	12,440,418
Other comprehensive income:					
<u>Items that will not be reclassified to income statements in subsequent periods:</u>					
Revaluation of building:		-	1,079,326	-	1,079,326
- Revaluation surplus adjustment		-	1,420,166	-	1,420,166
- Deferred tax	8	-	(340,840)	-	(340,840)
Total comprehensive income for the year		<u>1,852,960</u>	<u>13,699,290</u>	<u>1,621,278</u>	<u>13,519,744</u>
Total comprehensive income for the year attributable to:					
Equity holders of the Company		1,622,147	13,500,381	1,621,278	13,519,744
Non-controlling interests		230,813	198,909	-	-
		<u>1,852,960</u>	<u>13,699,290</u>	<u>1,621,278</u>	<u>13,519,744</u>

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

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

Group	← Attributable to owners of the Company →					
	←	Non-distributable	→	Distributable		
	Share capital RM (Note 9)	Property revaluation reserve RM (Note 10)	Retained earnings RM (Note 10)	Total RM	Non- controlling interests RM	Total equity RM
At 1 January 2024	100,000,000	7,244,308	154,089,972	261,334,280	4,636,078	265,970,358
Total comprehensive income for the year	-	1,079,326	12,421,055	13,500,381	198,909	13,699,290
Net creation of units in wholesale unit trust funds	-	-	-	-	650	650
At 31 December 2024	100,000,000	8,323,634	166,511,027	274,834,661	4,835,637	279,670,298
At 1 January 2025	100,000,000	8,323,634	166,511,027	274,834,661	4,835,637	279,670,298
Total comprehensive income for the year	-	-	1,622,147	1,622,147	230,813	1,852,960
Net creation of units in wholesale unit trust funds	-	-	-	-	(1,150)	(1,150)
At 31 December 2025	100,000,000	8,323,634	168,133,174	276,456,808	5,065,300	281,522,108

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025 (CONT'D.)

Company	←— Attributable to owners of the Company —→			
	← Non-distributable →	Distributable		
	Share capital RM (Note 9)	Property revaluation reserve RM (Note 10)	Retained earnings RM (Note 10)	Total equity RM
At 1 January 2024	100,000,000	7,244,308	153,994,096	261,238,404
Total comprehensive income for the year	-	1,079,326	12,440,418	13,519,744
At 31 December 2024	<u>100,000,000</u>	<u>8,323,634</u>	<u>166,434,514</u>	<u>274,758,148</u>
At 1 January 2025	100,000,000	8,323,634	166,434,514	274,758,148
Total comprehensive income for the year	-	-	1,621,278	1,621,278
At 31 December 2025	<u>100,000,000</u>	<u>8,323,634</u>	<u>168,055,792</u>	<u>276,379,426</u>

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

PROGRESSIVE INSURANCE BHD
(Incorporated in Malaysia)

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

Group	Note	2025 RM	2024 RM
Cash flows from operating activities			
Profit before taxation		5,314,538	16,377,833
<u>Adjustments for:</u>			
Interest income from fixed and call deposits	15(a)	(2,093,731)	(1,931,553)
Interest income from corporate debt securities	15(b)	(7,009,882)	(6,923,316)
Distribution income from wholesale unit trust funds	15(b)	(4,086,002)	(2,977,733)
Dividend income	15(b)	(1,928,718)	(1,792,410)
Investment expense	15(b)	290,683	352,955
Realised gains	15(b)	(299,075)	(6,308,796)
Fair value losses/(gains)	15(b)	43,789	(9,443,083)
Net interest on lease liabilities	18	40,067	(26,263)
Depreciation of property and equipment	18	1,890,618	1,847,016
Depreciation of right-of-use assets	18	491,771	534,521
Losses on disposal of property and equipment		17,813	-
Net amortisation of premiums	15(b)	37,456	131,867
Gains on lease modification	17	-	(505,423)
<u>Changes in working capital:</u>			
Decrease in insurance contract assets		783,452	1,463,778
(Increase)/decrease in reinsurance contract assets		(110,825,097)	12,553,467
(Increase)/decrease in loans and other receivables		(248,741)	4,587,526
(Increase)/decrease in fixed and call deposits		(11,844,917)	863,696
Interest received		8,841,432	8,757,270
Distribution income received from wholesale unit trust funds		3,795,319	2,624,778
Dividend income received		1,928,718	1,792,410
Increase/(decrease) in insurance contract liabilities		133,314,311	(2,235,485)
(Decrease)/increase in reinsurance contract liabilities		(3,514,910)	3,063,121
(Decrease)/increase in other financial liabilities		(352,888)	4,308,174
Increase/(decrease) in other payables		8,819,684	(8,001,475)
Cash generated from operating activities		<u>23,405,691</u>	<u>19,112,875</u>
Income tax (paid)/refunded, net		<u>(827,393)</u>	<u>313,633</u>
Net cash generated from operating activities		<u>22,578,298</u>	<u>19,426,508</u>

PROGRESSIVE INSURANCE BHD
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STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025 (CONT'D.)

Group	Note	2025 RM	2024 RM
Cash flows from investing activities			
Proceeds from disposal of property and equipment		82,189	-
Purchase of property and equipment	3	(337,198)	(1,057,830)
Purchase of fair value through profit or loss ("FVTPL") financial assets		(101,291,150)	(120,375,150)
Proceeds from disposal of FVTPL financial assets		82,055,082	114,485,928
Net cash used in investing activities		<u>(19,491,077)</u>	<u>(6,947,052)</u>
Cash flows from financing activities			
Payment of lease liabilities	11	(535,916)	(489,151)
Proceeds from cancellation of units in wholesale unit trusts to non-controlling interests		(1,150)	650
Net cash used in financing activities		<u>(537,066)</u>	<u>(488,501)</u>
Net increase in cash and cash equivalents		2,550,155	11,990,955
Cash and cash equivalents at beginning of year		<u>20,723,685</u>	<u>8,732,730</u>
Cash and cash equivalents at end of year		<u>23,273,840</u>	<u>20,723,685</u>

PROGRESSIVE INSURANCE BHD
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STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025 (CONT'D.)

Company	Note	2025 RM	2024 RM
Cash flows from operating activities			
Profit before taxation		5,082,856	16,198,287
<u>Adjustments for:</u>			
Interest income from fixed and call deposits	15(a)	(1,763,854)	(1,620,865)
Distribution income from wholesale unit trust funds	15(b)	(10,094,558)	(8,462,373)
Dividend income	15(b)	(1,928,718)	(1,792,410)
Investment expense	15(b)	290,683	352,955
Realised losses/(gains)	15(b)	25,048	(5,620,678)
Fair value gains	15(b)	(748,939)	(11,013,641)
Net interest on lease liabilities	18	40,067	(26,263)
Depreciation of property and equipment	18	1,890,618	1,847,016
Depreciation of right-of-use assets	18	491,771	534,521
Losses on disposal of property and equipment		17,813	-
Gains on lease modification	17	-	(505,423)
<u>Changes in working capital:</u>			
Decrease in insurance contract assets		783,452	1,463,778
(Increase)/decrease in reinsurance contract assets		(110,825,097)	12,553,467
Decrease in loans and other receivables		626,752	4,587,526
(Increase)/decrease in fixed and call deposits		(20,362,260)	306,819
Interest received		1,684,919	1,594,609
Distribution income received from wholesale unit trust funds		9,803,874	8,109,418
Dividend income received		1,928,718	1,792,410
Increase/(decrease) in insurance contract liabilities		133,314,311	(2,235,485)
(Decrease)/increase in reinsurance contract liabilities		(3,514,910)	3,063,121
(Decrease)/increase in other financial liabilities		(352,887)	4,308,174
Increase/(decrease) in other payables		7,936,251	(8,010,958)
Cash generated from operating activities		14,325,910	17,424,005
Income tax (paid)/refunded, net		(827,393)	313,633
Net cash generated from operating activities		13,498,517	17,737,638

PROGRESSIVE INSURANCE BHD
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STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025 (CONT'D.)

Company	Note	2025 RM	2024 RM
Cash flows from investing activities			
Proceeds from disposal of property and equipment		82,189	-
Purchase of property and equipment	3	(337,198)	(1,057,830)
Purchase of FVTPL financial assets		(50,796,309)	(66,023,412)
Proceeds from disposal of FVTPL financial assets		40,453,407	62,477,811
Net cash used in investing activities		<u>(10,597,911)</u>	<u>(4,603,431)</u>
Cash flows from financing activity			
Payment of lease liabilities	11	<u>(535,916)</u>	<u>(489,151)</u>
Net cash used in financing activity		<u>(535,916)</u>	<u>(489,151)</u>
Net increase in cash and cash equivalents		2,364,690	12,645,056
Cash and cash equivalents at beginning of year		<u>20,497,410</u>	<u>7,852,354</u>
Cash and cash equivalents at end of year		<u>22,862,100</u>	<u>20,497,410</u>

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

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NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2025

1. CORPORATE INFORMATION

The Company is a limited liability company, incorporated and domiciled in Malaysia. The registered office of the Company is located at 7th Floor, Wisma Perkasa, Jalan Gaya, 88845 Kota Kinabalu, Sabah and the principal place of business of the Company is located at 6th, 9th and 10th Floors, Menara Cosway, Plaza Berjaya, No. 12, Jalan Imbi, 55100 Kuala Lumpur.

The principal activity of the Group and of the Company is the underwriting of all classes of general insurance business. The principal activities of the subsidiaries, which are wholesale unit trust funds, are as disclosed in Note 5(b). There has been no significant change in the nature of these activities during the financial year.

The financial statements of the Group and of the Company were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 26 March 2026.

2. MATERIAL ACCOUNTING POLICIES

2.1 Basis of Preparation

(a) Statement of Compliance

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards ("MFRS"), IFRS Accounting Standards ("IFRS") and the requirements of the Companies Act, 2016 in Malaysia.

There are some new pronouncements that have been issued by the Malaysian Accounting Standards Board ("MASB") that have been adopted by the Group and the Company. The effects arising from the adoption of these pronouncements are disclosed in Note 2.4.

The financial statements of the Group and of the Company have also been prepared on a historical cost basis, except as disclosed in the accounting policies below.

PROGRESSIVE INSURANCE BHD
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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.1 Basis of Preparation (Cont'd.)

(a) Statement of Compliance (Cont'd.)

The Company has met the minimum capital requirements as prescribed by the Risk-Based Capital Framework for Insurers ("RBC Framework") issued by BNM as at the reporting date.

The financial statements are presented in Ringgit Malaysia ("RM"), which is the Group's and the Company's functional currency.

(b) Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. The financial statements of the Company's subsidiaries are prepared for the same reporting date as the Company using consistent accounting policies as described in Note 2.2(v) for transactions and events in similar circumstances.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of the subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of the subsidiaries to bring its accounting policies in line with the Group's accounting policies.

PROGRESSIVE INSURANCE BHD
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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.1 Basis of Preparation (Cont'd.)

(b) Basis of Consolidation (Cont'd.)

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Losses within a subsidiary are attributed to the non-controlling interests even if that results in a deficit balance.

Changes in the Company's ownership interests in subsidiaries that do not result in the Company losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Company's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. The resulting difference is recognised directly in equity and attributed to owners of the Company.

When the Company loses control of a subsidiary, a gain or loss calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets and liabilities of the subsidiary and any non-controlling interest, is recognised in the statement of profit or loss. The subsidiary's cumulative gain or loss which has been recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss or, where applicable, transferred directly to retained earnings. The fair value of any investment retained in the former subsidiary at the date control is lost is regarded as the cost on initial recognition of the investment. On disposal of such investments, the difference between the net disposal proceeds and their carrying amounts is recognised as gain or loss on disposal in the income statement.

PROGRESSIVE INSURANCE BHD
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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies

(a) Insurance Revenue

The Group and the Company recognise insurance revenue as it satisfies its performance obligations (i.e., as it provides services under groups of insurance contracts). The insurance revenue relating to services provided for each year represents the total of the changes in the liability for remaining coverage (“LFRC”) that relate to services for which the Group and the Company expect to receive consideration, and comprises the following items:

- A release of the contractual service margin (“CSM”), measured based on coverage units provided;
- Changes in the risk adjustment for non-financial risk relating to current services;
- Claims and other insurance service expenses incurred in the year, generally measured at the amounts expected at the beginning of the year. This includes amounts arising from the derecognition of any assets for cash flows other than insurance acquisition cash flows at the date of initial recognition of a group of contracts, which are recognised as insurance revenue and insurance service expenses at that date; and
- Other amounts, including experience adjustments for premium receipts for current or past services.

In addition, the Group and the Company allocate a portion of premiums that relate to recovering insurance acquisition cash flows to each period in a systematic way based on the passage of time. The Group and the Company recognise the allocated amount, adjusted for interest accretion at the discount rates determined on initial recognition of the related group of contracts, as insurance revenue and an equal amount as insurance service expenses.

PROGRESSIVE INSURANCE BHD
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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(a) Insurance Revenue (Cont'd.)

The amount of the CSM of a group of insurance contracts that is recognised as insurance revenue in each year is determined by identifying the coverage units in the group, allocating the CSM remaining at the end of the year (before any allocation) equally to each coverage unit provided in the year and expected to be provided in future years, and recognising in the statement of profit or loss the amount of the CSM allocated to coverage units provided in the year. The number of coverage units is the quantity of services provided by the contracts in the group, determined by considering for each contract the quantity of benefits provided and its expected coverage period. The coverage units are reviewed and updated at each reporting date.

(b) Loss Components

The Group and the Company establish a loss component of LFRC for onerous groups of insurance contracts. The loss component determines the amounts of fulfilment cash flows that are subsequently presented in the statement of profit or loss as reversals of losses on onerous contracts and are excluded from insurance revenue when they occur. When the fulfilment cash flows are incurred, they are allocated between the loss component and LFRC excluding the loss component on a systematic basis.

The systematic basis is determined by the proportion of the loss component relative to the total estimate of the present value of the future cash outflows plus the risk adjustment for non-financial risk at the beginning of each year (or on initial recognition if a group of contracts is initially recognised in the year).

Changes in fulfillment cash flows relating to future services are allocated solely to the loss component. If the loss component is reduced to zero, then any excess over the amount allocated to the loss component creates a new CSM to the group of contracts.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(c) Loss-Recovery Components

Where the Group and the Company recognise a loss on initial recognition of an onerous group of underlying insurance contracts, or when further onerous underlying insurance contracts are added to a group, the Group and the Company establish a loss-recovery component of the asset for remaining coverage ("AFRC") for a group of reinsurance contracts held depicting the expected recovery of the losses.

A loss-recovery component is subsequently reduced to zero in line with reductions in the onerous group of underlying insurance contracts in order to reflect that the loss-recovery component shall not exceed the portion of the carrying amount of the loss component of the onerous group of underlying insurance contracts that the entity expects to recover from the group of reinsurance contracts held.

(d) Net Income or Expense from Reinsurance Contracts Held

The Group and the Company present separately on the face of the statement of profit or loss and other comprehensive income the amounts expected to be recovered from reinsurers, and an allocation of the reinsurance premiums paid. The Group and the Company treat reinsurance cash flows that are contingent on claims on the underlying contracts as part of the claims that are expected to be reimbursed under the reinsurance contract held, and excludes investment components and commissions from an allocation of reinsurance premiums presented on the face of the statement of profit or loss and other comprehensive income. Amounts relating to the recovery of losses relating to reinsurance of onerous direct contracts are included as amounts recoverable from the reinsurer.

(e) Insurance Finance Income or Expenses

Insurance finance income or expenses comprise the change in the carrying amount of the group of insurance contracts arising from:

- The effect of the time value of money and changes in the time value of money; and
- The effect of financial risk and changes in financial risk.

PROGRESSIVE INSURANCE BHD
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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(f) Other Revenue Recognition

Revenue is recognised at an amount that reflects the consideration to which the Group and the Company expect to be entitled when the performance obligation is satisfied. The following specific recognition criteria must also be met before the revenue is recognised:

(i) Interest Income

Interest income is recognised using the effective interest rate (“EIR”) method.

(ii) Dividend Income

Dividend income is recognised when the Group’s and/or the Company’s right to receive payment is established.

(g) Income Tax

Income tax on profit or loss for the year comprises current and deferred tax.

(i) Current Tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the tax authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Current taxes are recognised in the statement of profit or loss except to the extent that the tax relates to items recognised outside the statement of profit or loss, either in other comprehensive income or directly in equity.

(ii) Deferred Tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

PROGRESSIVE INSURANCE BHD
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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(g) Income Tax (Cont'd.)

(ii) Deferred Tax (Cont'd.)

Deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that taxable profits will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised. Deferred tax is not recognised if the temporary difference arises from the initial recognition of an asset or liability in a transaction which is not a business combination and, at the time of the transaction, affects neither accounting profit nor taxable profits.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax assets to be utilised.

Deferred tax is measured at the tax rates that are expected to apply in the period when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted at the reporting date.

Deferred tax items are recognised in relation to the underlying transaction either in other comprehensive income or directly in equity. Deferred tax relating to items recognised outside the statement of profit or loss is similarly recognised outside the statement of profit or loss.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

PROGRESSIVE INSURANCE BHD
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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(h) Employee Benefits

(i) Short Term Benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees. Short-term, accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short-term, non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(ii) Defined Contribution Plans

Defined contribution plans are post-employment benefit plans under which the Group and the Company pay fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. Such contributions are recognised in the statement of profit or loss as incurred. As required by law, the Group and the Company make such contributions to the KWSP.

(i) Property and Equipment

All items of property and equipment are initially recorded at cost. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the statement of profit or loss during the financial period in which they are incurred.

Subsequent to recognition, property and equipment, except for freehold and leasehold office lots, are stated at cost less accumulated depreciation and any accumulated impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.2(j).

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(i) Property and Equipment (Cont'd.)

Freehold and leasehold office lots are stated at revalued amounts, which is the fair value at the date of the revaluation less any accumulated impairment losses. Fair value is determined based on the comparison method of valuation that is undertaken by professionally qualified independent valuers. Revaluations are performed with sufficient regularity with additional valuations in the intervening years where market conditions indicate that the carrying values of the revalued assets are materially different from the fair values.

Any revaluation surplus is recognised in other comprehensive income and accumulated in equity under the property revaluation reserve, except to the extent that it reverses a revaluation decrease of the same asset previously recognised in the statement of profit or loss, in which case the increase is recognised in the statement of profit or loss. A revaluation deficit is recognised in the statement of profit or loss, except to the extent that it offsets an existing surplus on the same asset carried in the asset revaluation reserve.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. The revaluation surplus included in the property revaluation reserve in respect of an asset is transferred directly to retained earnings on retirement or disposal of the asset.

Depreciation of property and equipment is provided on a straight-line basis, to write-off the cost of each asset to its residual value over its estimated useful life as follows:

Freehold and leasehold office lots	50 years
Office equipment	4 - 7 years
Furniture, fixtures and fittings	10 years
Motor vehicles	5 years
Office renovation	5 years
Soft furnishings	5 years

PROGRESSIVE INSURANCE BHD
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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(i) Property and Equipment (Cont'd.)

The residual values, useful lives and depreciation methods are reviewed at each financial year end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property and equipment.

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition is recognised in the statement of profit or loss in the year the asset is derecognised.

(j) Impairment of Non-Financial Assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units ("CGU")). In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU is allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the CGU on a pro-rata basis.

An impairment loss is recognised in the statement of profit or loss in the period in which it arises except for assets that were previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

PROGRESSIVE INSURANCE BHD
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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(j) Impairment of Non-Financial Assets (Cont'd.)

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the statement of profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

(k) Financial Assets

Financial instruments are recognised in the statements of financial position when the Group and the Company have become a party to the contractual provisions of the instruments.

Financial instruments are classified as financial assets and financial liabilities in accordance with the substance of the contractual arrangements. Interests, dividends, gains and losses relating to a financial instrument classified as a financial asset or financial liability are reported as expense or income.

The Group and the Company categorise and measure financial instruments as follows:

- Those to be measured at amortised cost ("AC") and
- Those to be measured at fair value through profit or loss ("FVTPL").

Financial assets are recognised initially at fair value, plus in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

The subsequent measurement of financial assets depends on their classification as follows:

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(k) Financial Assets (Cont'd.)

(i) Financial Assets at Amortised Cost (“AC”)

Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest (“SPPI”), and that are not designated at fair value through profit or loss, are measured at amortised cost using the effective interest method. The Group and the Company only measure deposit with financial institutions, premium receivables, other receivables and cash and cash equivalents as described in Note 7 at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.

(ii) Financial Assets at Fair Value through Profit or Loss (“FVTPL”)

Financial assets at FVTPL include financial assets held for trading and financial assets designated upon initial recognition at fair value through profit or loss. Financial assets classified as held for trading are derivatives or financial assets acquired principally for the purpose of selling in the near term.

Financial assets designated upon initial recognition as FVTPL are designated at their initial recognition date and only if the following criteria are met:

- The designation eliminates or significantly reduces the inconsistent treatment that would otherwise arise from measuring the assets or liabilities or recognising the gains or losses on different basis; or
- The assets and liabilities are part of the group of financial assets, financial liabilities or both which are managed, and their performance are evaluated on a fair value basis, in accordance with a documented risk management or investment strategy.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(k) Financial Assets (Cont'd.)

(ii) Financial Assets at Fair Value through Profit or Loss (“FVTPL”) (Cont'd.)

Subsequent to initial recognition, financial assets at FVTPL are measured at fair value.

Fair value changes are recognised in statement of profit or loss and presented net within net unrealised gain or loss on revaluation in the period which it arises. Any gains and losses arising from changes in fair value are recognised in the statements of profit or loss and other comprehensive income. Net gains or losses on financial assets at FVTPL do not include exchange differences, interest and dividend income. Exchange differences, interest and dividend income on financial assets at FVTPL are recognised separately in the statements of profit or loss and other comprehensive income as part of other expenses or other income and investment income respectively.

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in the statement of profit or loss.

All regular way purchases and sales of financial assets are recognised on the trade date which is the date that the Group and the Company commit to purchase or sell the asset. Regular way purchases or sales of financial assets require delivery of assets within the period generally established by regulation or convention in the market place.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(l) Impairment of Financial Assets

The Group and the Company recognise an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive.

At each financial year end, the Group and the Company assess whether there has been a significant increase in credit risk for financial assets by comparing the risk of default occurring over the expected life between the reporting date and the date of initial recognition.

In determining whether credit risk on a financial asset has increased significantly since initial recognition, the Group and the Company use external credit ratings and other supporting information to assess deterioration in credit quality of a financial asset. The Group and the Company assess whether the credit risk on a financial asset has increased significantly on an individual or collective basis. For impairment assessment, financial assets are grouped on the basis of similar risk characteristics.

These are the main components to measure ECL which are Probability of Default (“PD”), Exposure at Default (“EAD”) and the Loss Given Default (“LGD”).

(i) PD

The Probability of Default is an estimate of the likelihood of default over a given time horizon. It is estimated with consideration of economic scenarios and forward-looking information.

(ii) EAD

The Exposure at Default is an estimate of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(l) Impairment of Financial Assets (Cont'd.)

(iii) LGD

The Loss Given Default is an estimate of the loss arising in the case where a default occurs at a given time. It is based on the difference between the contractual cash flows due and those that the Group and the Company would expect to receive. It is usually expressed as a percentage of the EAD.

The Group and the Company consider past loss experience and observable data such as current changes and future forecasts in economic conditions to estimate the amount of expected impairment loss. The methodology and assumptions, including any forecasts of future economic conditions, are reviewed regularly.

For premium and other receivables, the Group and the Company apply the simplified approach in accordance with MFRS 9 *Financial Instruments*. MFRS 9 includes the requirement or policy choice to apply the simplified approach that does not require the Group and the Company to track changes in credit risk and a practical expedient to calculate ECLs using a provision matrix with the usage of forward-looking information.

The carrying amount of a financial asset is reduced through the use of an allowance for impairment loss account and the amount of impairment loss is recognised in profit or loss. When a financial asset becomes uncollectible, it is written off against the allowance for impairment loss account.

Write-off

The gross carrying amount of a financial asset is written off when the Group and Company have no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. The Group and the Company make an assessment with respect to the timing and amount of write off based on whether there is a reasonable expectation of recovery. The Group and the Company expect no significant recovery from the amount written off.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(m) Cash and Cash Equivalents

Cash and cash equivalents comprise cash at bank, cash on hand, and cash held by fund managers, which are subject to an insignificant risk of changes in value. Cash and cash equivalents exclude fixed and call deposits held for investment purposes. The statement of cash flows is prepared using the indirect method.

(n) Product Classification

Financial risk is the risk of a possible future change in one or more of a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of price or rate, credit rating or credit index or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract. Insurance risk refers to the uncertainty of claim outcomes arising from insured events.

An insurance contract is a contract under which the Group and the Company (the insurer) have accepted significant insurance risk from another party (the policyholder) by agreeing to compensate the policyholder if a specified uncertain future event (the insured event) adversely affects the policyholder. As a general guideline, the Group and the Company determine whether significant insurance risk has been accepted by comparing benefits paid on the occurrence of an insured event with benefits payable if the insured event had not occurred.

Conversely, investment contracts are those contracts that transfer financial risk with no significant insurance risk. Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its life-time, even if the insurance risk reduces significantly during the period, unless all rights and obligations are extinguished or expired.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts

(i) Insurance and Reinsurance Contracts Classification

Insurance contracts are those contracts that transfer significant insurance risk at the inception of the contract. Insurance risk is transferred when an insurer agrees to compensate a policyholder if a specified uncertain future event adversely affects the policyholder. As a general guideline, the Group and the Company determine whether it has significant insurance risk, by comparing benefits payable after an insured event with benefits payable if the insured event did not occur. Insurance contracts can also transfer financial risk. The Group and the Company underwrite both inward and outward general insurance business.

The Group and the Company also issue reinsurance contracts in the normal course of business to compensate other entities for claims arising from one or more insurance contracts issued by those entities. The Group and the Company do not issue any contracts with direct participating features.

(ii) Insurance and Reinsurance Contracts Accounting Treatment

Separating Components from Insurance and Reinsurance Contracts

The Group and the Company assess its general insurance and reinsurance products to determine whether they contain distinct components which must be accounted for under another MFRS instead of under MFRS 17. After separating any distinct components, the Group and the Company apply MFRS 17 to all remaining components of the host insurance contract. Currently, the Group's and the Company's products do not include any distinct components that require separation.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Level of Aggregation

Under MFRS 17, insurance contracts are aggregated into groups for measurement purposes. Groups of contracts are determined by identifying portfolios of contracts, each comprising contracts subject to similar risks and managed together, and dividing each portfolio into annual cohorts (i.e., by year of issue) and each annual cohort into three groups based on the profitability of contracts:

- Any contracts that are onerous on initial recognition;
- Any contracts that, on initial recognition, have no significant possibility of becoming onerous subsequently; and
- Any remaining contracts in the annual cohort.

The grouping of contracts under MFRS 17 limits the offsetting of gains on profitable contracts against losses on onerous contracts, which are recognised immediately.

The Group and the Company have identified portfolios of insurance contracts that are subject to similar risks and managed together based on the risks transferred from the policyholder to the Group and the Company under the insurance contracts and how the contracts are managed internally.

For each portfolio of contracts, the Group and the Company determine the appropriate level at which reasonable and supportable information is available to assess whether these contracts are onerous at initial recognition and, for the remaining contracts, whether they have no significant possibility of becoming onerous subsequently.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Level of Aggregation (Cont'd.)

For non-onerous contracts, the Group and the Company assess the likelihood of changes in relevant facts and circumstances in subsequent periods in determining whether contracts have no significant possibility of becoming onerous after initial recognition.

Insurance Acquisition Cash Flows

Insurance acquisition cash flows are allocated to groups of insurance contracts using a systematic and rational method and considering, in an unbiased way, all reasonable and supportable information that is available without undue cost or effort.

If insurance acquisition cash flows are directly attributable to a group of contracts (e.g., non refundable commissions paid on issuance of a contract), then they are allocated to that group and on the groups that will include renewals of those contracts. The allocation to renewals only applies to contracts that have a one-year coverage period. The Group and the Company expect to recover part of the related insurance acquisition cash flows through renewals of these contracts. The allocation to renewals is based on the manner in which the Group and the Company expect to recover those cash flows.

If insurance acquisition cash flows are directly attributable to a portfolio but not to a group of contracts, then they are allocated to groups in the portfolio using a systematic and rational method.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Insurance Acquisition Cash Flows (Cont'd.)

Insurance acquisition cash flows arising before the recognition of the related group of contracts are recognised as an asset. Insurance acquisition cash flows arise when they are paid or when a liability is required to be recognised under a standard other than MFRS 17. Such an asset is recognised for each group of contracts to which the insurance acquisition cash flows are allocated. The asset is derecognised, fully or partially, when the insurance acquisition cash flows are included in the measurement of the group of contracts.

When the Group and the Company acquire insurance contracts in a transfer of contracts or a business combination, at the date of acquisition it recognises an asset for insurance acquisition cash flows at fair value for the rights to obtain:

- Renewals of contracts recognised at the date of acquisition; and
- Other future contracts after the date of acquisition without paying again insurance acquisition cash flows that the acquiree has already paid.

At each reporting date, the Group and the Company revise the amounts allocated to groups to reflect any changes in assumptions that determine the inputs to the allocation method used. Amounts allocated to a group are not revised once all contracts have been added to the group.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Insurance Acquisition Cash Flows (Cont'd.)

Recoverability Assessment

At each reporting date, if facts and circumstances indicate that an asset for insurance acquisition cash flows may be impaired, then the Group and the Company:

- Recognise an impairment loss in profit or loss so that the carrying amount of the asset does not exceed the expected net cash inflow for the related group; and
- If the asset relates to future renewals, recognises an impairment loss in profit or loss to the extent that it expects those insurance acquisition cash flows to exceed the net cash inflow for the expected renewals and this excess has not already been recognised as an impairment loss under (a).

The Group and the Company reverse any impairment losses in profit or loss and increase the carrying amount of the asset to the extent that the impairment conditions have improved.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Contract Boundary

The measurement of a group of insurance contracts includes all the cash flows within the boundary of each contract in the group. Cash flows are within the boundary of an insurance contract if they arise from substantive rights and obligations that exist during the reporting period in which the Group and the Company can compel the policyholder to pay premiums or the Group and the Company have a substantive obligation to provide the policyholder with insurance contract services. Cash flows outside of the boundary of the insurance contract are excluded from measurement. These cash flows relate to future insurance contracts.

For groups of reinsurance contracts held, cash flows are within the contract boundary if they arise from substantive rights and obligations of the Group and of the Company that exist during the reporting period in which the Group and the Company are compelled to pay amounts to the reinsurer or in which the Group and the Company have a substantive right to receive insurance contract services from the reinsurer.

The Group and the Company have identified certain contract terms or features, for example retroactive coverage, portfolio transfer, cancellation which could impact contract boundary. These may result in the contract boundary to be longer or shorter than the coverage period and therefore affect the measurement of the insurance contracts.

Insurance Contracts - Initial Measurement

On initial recognition, the Group and the Company measure a group of insurance contracts as the total of:

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Insurance Contracts - Initial Measurement (Cont'd.)

- The fulfilment cash flows, which comprise estimates of future cash flows, adjusted to reflect the time value of money and the associated financial risks, and a risk adjustment for non-financial risk; and
- The CSM. The fulfilment cash flows of a group of insurance contracts do not reflect the Group's and the Company's non-performance risk.

The risk adjustment for non-financial risk for a group of insurance contracts, determined separately from the other estimates, is the compensation required for bearing uncertainty about the amount and timing of the cash flows that arises from non-financial risk.

The CSM of a group of insurance contracts represents the unearned profit that the Group and the Company will recognise as it provides services under those contracts. On initial recognition of a group of insurance contracts, if the total of:

- The fulfilment cash flows;
- Any cash flows arising at that date; and
- Any amount arising from the derecognition of any assets or liabilities previously recognised for cash flows related to the group (including assets for insurance acquisition cash flows is a net inflow), then the group is not onerous. In this case, the CSM is measured as the equal and opposite amount of the net inflow, which results in no income or expenses arising on initial recognition.

For groups of contracts acquired in a transfer of contracts or a business combination, the consideration received for the contracts is included in the fulfilment cash flows as a proxy for the premium received at the date of acquisition. In a business combination, the consideration received is the fair value of the contracts at that date.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Insurance Contracts - Initial Measurement (Cont'd.)

If the total is a net outflow, then the group is onerous. In this case, the net outflow is recognised as a loss in profit or loss. A loss component is created to depict the amount of the net cash outflow, which determines the amounts that are subsequently presented in the statement of profit or loss and other comprehensive income as reversals of losses on onerous contracts and are excluded from insurance revenue.

Insurance Contracts - Subsequent Measurement

The carrying amount of a group of insurance contracts at each reporting date is the sum of the liability for remaining coverage ("LFRC") and the liability for incurred claims ("LFIC"). LFRC comprises (a) the fulfilment cash flows that relate to services that will be provided under the contracts in future periods and (b) any remaining CSM at that date. LFIC includes the fulfilment cash flows for incurred claims and expenses that have not yet been paid, including claims that have been incurred but not yet reported.

The fulfilment cash flows of groups of insurance contracts are measured at the reporting date using current estimates of future cash flows, current discount rates and current estimates of the risk adjustment for non-financial risk. Changes in fulfilment cash inflows are recognised as follows:

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Insurance Contracts - Subsequent Measurement (Cont'd.)

Changes relating to future services	Adjusted against the CSM or recognised in the insurance service result in profit or loss if the group is onerous.
Changes relating to current or past services	Recognised in the insurance service result in the statement of profit or loss.
Effects of the time value of money, financial risk and changes therein on estimated cash flows	Recognised as the insurance finance income or expenses in the statement of profit or loss.

The CSM of each group of contracts is calculated at each reporting date as follows:

The carrying amount of the CSM at each reporting date is the carrying amount at the start of the year adjusted for:

- The CSM of any new contracts that are added to the group in the year;
- Interest accreted on the carrying amount of the CSM during the year, measured at the discount rates on nominal cash flows that do not vary based on the returns on any underlying items determined on initial recognition;
- Changes in fulfilment cash flows that relate to future services, except to the extent that:
 - (i) any increases in the fulfilment cash flows exceed the carrying amount of the CSM, in which case the excess is recognised as a loss in profit or loss and creates a loss component; or
 - (ii) any decreases in the fulfilment cash flows are allocated to the loss component, reversing losses previously recognised in the statement of profit or loss.
- The effect of any currency exchange differences on the CSM; and
- The amount recognised as insurance revenue because of the services provided in the year.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Insurance Contracts - Subsequent Measurement (Cont'd.)

Changes in fulfilment cash flows that relate to future service comprise:

- Experience adjustments arising from premiums received in the year that relate to future services and related cash flows, measured at the discount rates determined on initial recognition;
- Changes in estimates of the present value of future cash flows in LFRC, measured at the discount rates determined on initial recognition, except for those that arise from the effects of the time value of money, financial risk and changes therein;
- Differences between (a) any investment component expected to become payable in the year, determined as the payment expected at the start of the year plus any insurance finance income or expenses related to that expected payment before it becomes payable; and (b) the actual amount that becomes payable in the year; and
- Changes in the risk adjustment for non-financial risk that relate to future services.

Changes in discretionary cash flows are recognised as relating to future services and accordingly adjust the CSM.

Reinsurance Contracts

To measure a group of reinsurance contracts, the Group and the Company apply the same accounting policies as are applied to insurance contracts, with the following modifications.

The carrying amount of a group of reinsurance contracts at each reporting date is the sum of the asset for remaining coverage ("AFRC") and the asset for incurred claims ("AFIC"). AFRC comprises:

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Reinsurance Contracts (Cont'd.)

- The fulfilment cash flows that relate to services that will be received under the contracts in future periods; and
- Any remaining CSM at that date.

The Group and the Company measure the estimates of the present value of future cash flows using assumptions that are consistent with those used to measure the estimates of the present value of future cash flows for the underlying insurance contracts, with an adjustment for any risk of non-performance by the reinsurer. The effect of the non-performance risk of the reinsurer is assessed at each reporting date and the effect of changes in the non-performance risk is recognised in the statement of profit or loss.

The risk adjustment for non-financial risk is the amount of risk being transferred by the Group and the Company to the reinsurer.

On initial recognition, the CSM of a group of reinsurance contracts represents a net cost or net gain on purchasing reinsurance. It is measured as the equal and opposite amount of the total of:

- The fulfilment cash flows;
- Any cash flows arising at that date; and
- Any amount arising from the derecognition of any assets or liabilities previously recognised for cash flows related to the group; and
- Any income recognised in the statement of profit or loss because of onerous underlying contracts recognised at that date.

However, if any net cost on purchasing reinsurance coverage relates to insured events that occurred before the purchase of the group, then the Group and the Company recognise the cost immediately to the statement of profit or loss as an expense.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Reinsurance Contracts (Cont'd.)

The carrying amount of the CSM at each reporting date is the carrying amount at the start of the year, adjusted for:

- The CSM of any new contracts that are added to the group in the year;
- Interest accreted on the carrying amount of the CSM during the year, measured at the discount rates on nominal cash flows that do not vary based on the returns on any underlying items determined on initial recognition;
- Income recognised in the statement of profit or loss in the year on initial recognition of onerous underlying contracts;
- Reversals of a loss-recovery component to the extent that they are not changes in the fulfilment cash flows of the group of reinsurance contracts;
- Changes in fulfilment cash flows that relate to future services, measured at the discount rates determined on initial recognition, unless they result from changes in fulfilment cash flows of onerous underlying contracts, in which case they are recognised in profit or loss and create or adjust a loss-recovery component;
- The effect of any currency exchange differences on the CSM; and
- The amount recognised in the statement of profit or loss because of the services received in the year.

Reinsurance of Onerous Underlying Insurance Contracts

The Group and the Company adjust the CSM of the group to which a reinsurance contract belongs and as a result recognises income when it recognises a loss on initial recognition of onerous underlying contracts, if the reinsurance contract is entered into before or at the same time as the onerous underlying contracts are recognised. The adjustment to the CSM is determined by multiplying:

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Reinsurance of Onerous Underlying Insurance Contracts (Cont'd.)

- The amount of the loss that relates to the underlying contracts; and
- The percentage of claims on the underlying contracts that the Group and the Company expect to recover from the reinsurance contracts.

For reinsurance contracts acquired in a transfer of contracts or a business combination covering onerous underlying contracts, the adjustment to the CSM is determined by multiplying:

- The amount of the loss component that relates to the underlying contracts at the date of acquisition; and
- The percentage of claims on the underlying contracts that the Group and the Company expect at the date of acquisition to recover from the reinsurance contracts.

For reinsurance contracts acquired in a business combination, the adjustment to the CSM reduces goodwill or increases a gain on a bargain purchase.

If the reinsurance contract covers only some of the insurance contracts included in an onerous group of contracts, then the Group and the Company use a systematic and rational method to determine the portion of losses recognised on the onerous group of contracts that relates to underlying contracts covered by the reinsurance contract.

A loss-recovery component is created or adjusted for the group of reinsurance contracts to depict the adjustment to the CSM, which determines the amounts that are subsequently presented in the statement of profit or loss as reversals of recoveries of losses from the reinsurance contracts and are excluded from the allocation of reinsurance premiums paid.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Modification and Derecognition

The Group and the Company derecognise insurance contracts when:

- The rights and obligations relating to the contract are extinguished (i.e., discharged, cancelled or expired); or
- The contract is modified such that the modification results in a change in the measurement model or the applicable standard for measuring a component of the contract, substantially changes the contract boundary, or requires the modified contract to be included in a different group. In such cases, the Group and the Company derecognise the initial contract and recognises the modified contract as a new contract.

When a modification is not treated as a derecognition, the Group and the Company recognise amounts paid or received for the modification with the contract as an adjustment to the relevant LFRC.

Presentation

The Group and the Company have presented separately, in the statements of financial position, the carrying amount of portfolios of insurance contracts issued that are assets, portfolios of insurance contracts issued that are liabilities, portfolios of reinsurance contracts held that are assets and portfolios of reinsurance contracts held that are liabilities.

The Group and the Company disaggregate the total amount recognised in the statements of profit or loss and other comprehensive income into an insurance service result, comprising insurance revenue and insurance service expenses, and insurance finance income or expenses.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(o) Insurance and Reinsurance Contracts (Cont'd.)

(ii) Insurance and Reinsurance Contracts Accounting Treatment (Cont'd.)

Presentation (Cont'd.)

The Group and the Company do not disaggregate the change in risk adjustment for non-financial risk between a financial and non-financial portion and include the entire change as part of the insurance service result.

The Group and the Company separately present income or expenses from reinsurance contracts held from the expenses or income from insurance contracts issued.

(iii) Measurement of Insurance Contracts

Insurance contracts are measured in accordance with MFRS 17 at fulfilment cash flows, comprising:

- The present value of expected future cash inflows and outflows; and
- A risk adjustment for non-financial risk.

For non-onerous groups, a CSM is recognised as unearned profit.

For onerous groups, a loss component is recognised within the LFRC.

At each reporting date, fulfilment cash flows (including discount rates and the risk adjustment) are updated using current estimates. Services provided reduce the LFRC and result in the recognition of insurance revenue.

No separate liability adequacy test is performed under MFRS 17, as measurement at fulfilment cash flows (including the risk adjustment and CSM or loss component) reflects the adequacy of the insurance contract liabilities.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(p) Provisions

Provisions are recognised when the Group and the Company have a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be measured reliably. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre tax rate that reflects, where appropriate, the risks specific to the liability.

(q) Financial Liabilities

Financial liabilities classified as other financial liabilities are recognised in the statements of financial position when the Group and the Company become a party to the contractual provisions of the financial instrument. Other financial liabilities include cash collateral deposits received from policyholders. Insurance and other payables are recognised when due and measured on initial recognition at the fair value of the consideration payable less estimated directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method.

Gains and losses are recognised in the statement of profit or loss when the liabilities are derecognised and through the amortisation process.

(r) Offsetting of Financial Assets and Financial Liabilities

Financial assets and financial liabilities are offset and the net amount reported in the statements of financial position only when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liability simultaneously. Income and expenses are not offset in the income statements unless required or permitted by any accounting standard or interpretation, as specifically disclosed in the accounting policies of the Group and of the Company.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(s) Share Capital

An equity instrument is any contract that evidences a residual interest in the assets of the Group and of the Company after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Dividends on ordinary shares are recognised in equity in the period in which they are declared.

(t) Leases

At the inception of a contract, the Group and the Company assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract involves the use of an identified asset and conveys the right to control the use of the asset for a period of time in exchange for consideration - i.e. the customer has the right to:

- Obtain substantially all of the economic benefits from using the asset; and
- Direct the use of the asset.

(i) As Lessee

The Group and the Company recognise a right-of-use asset and a lease liability in the statements of financial position at the commencement date of the lease. The right-of-use asset is initially measured at cost, which comprises the amount of lease liability, any lease payments made or before the commencement date, any indirect costs incurred and an estimate of the costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentive received. The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the profit rate implicit in the lease or, if that rate cannot be readily determined, the Group's and the Company's incremental financing rate.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(t) Leases (Cont'd.)

(i) As Lessee (Cont'd.)

Subsequently, the right-of-use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of the right-of-use assets are determined on the same basis as those of property and equipment (see Note 2.2(i)). In addition, the carrying amount of the right-of-use asset is reduced by any impairment losses and adjusted for certain remeasurements of the lease liability.

The lease liability is subsequently measured at amortised cost using the effective interest method. It is remeasured to reflect any lease modifications or reassessments.

(ii) Short-Term Leases and Leases of Low-Value Assets

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

(iii) The Group and the Company do not have any lease arrangements where the Group and the Company act as a Lessor.

(u) Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group and the Company.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(u) Fair Value Measurement (Cont'd.)

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

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

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group and the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the financial year end.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(v) Investment in Subsidiaries

The consolidated financial statements are prepared if control is achieved when the Company:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its returns.

When the Company has less than a majority of the voting rights of an investee, the Company considers the following in assessing whether or not the Company's voting rights in an investee are sufficient to give it power over the investee:

- The size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other voteholders;
- Potential voting rights held by the Company, other vote holders or other parties;
- Rights arising from other contractual arrangements; and
- Any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

The Company reassesses at each reporting date whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed earlier.

In the Company's separate financial statements, investments in subsidiaries are carried at fair value, being the net asset value of the wholesale unit trust funds. On disposal of such investments, the difference between the net disposal proceeds and their carrying amounts is included in the statement of profit or loss.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.2 Summary of Material Accounting Policies (Cont'd.)

(w) Foreign Currency Transactions

Transactions in foreign currencies are measured in the functional currency of the Group and of the Company and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items denominated in foreign currencies that are measured at historical cost are translated using the exchange rates as at the dates of the initial transactions.

Non-monetary items denominated in foreign currencies measured at fair value are translated using the exchange rates at the date when the fair value was determined. Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in the statement of profit or loss. Exchange differences arising on the translation of non-monetary items carried at fair value are included in the statement of profit or loss for the period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

2.3 Significant Accounting Judgements, Estimates And Assumptions

(a) Critical judgements made in applying accounting policies

There are no significant judgements made by management in the process of applying the Group's and the Company's accounting policies that have a significant effect on the amounts recognised in the financial statements.

(b) Key sources of estimation uncertainty

The preparation of financial statements requires the use of certain significant accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's and the Company's accounting policies. These are areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.3 Significant Accounting Judgements, Estimates And Assumptions (Cont'd.)

(b) Key sources of estimation uncertainty (Cont'd.)

Uncertainty in accounting estimates for general insurance business - Insurance and Reinsurance Contracts

The principal uncertainty in the Group's and the Company's general insurance business arises from the technical provisions which include the provisions of liability remaining coverage ("LFRC") and liability incurred claims ("LFIC") as described in Note 2.3(b)(i), 2.3(b)(iii) and 6. LFRC comprise of unearned premium reserves ("UPR"), premium receivables and acquisition costs while LFIC comprise outstanding claims case estimates, claims incurred but not reported ("IBNR"), discounting and risk adjustments.

Generally, claim liabilities are determined based upon previous claims experience, existing knowledge of events, the terms and conditions of the relevant policies and interpretation of circumstances. Particularly relevant is all past experiences with similar cases, historical claims development trends, legislative changes, judicial decisions and economic conditions. It is certain that actual future premium and claim liabilities will not exactly develop as projected and may vary from the Group's and the Company's projections. The estimates of premium and claim liabilities are therefore sensitive to various factors and uncertainties.

The establishment of technical provisions is an inherently uncertain process and, because of this uncertainty, the eventual settlement of premium and claim liabilities may vary from the initial estimates. There may be significant reporting lags between the occurrence of an insured event and the time it is reported to the Group and the Company. Following the identification and notification of an insured loss, there may still be uncertainty as to the magnitude of the claim.

There are many factors that will determine the level of uncertainty such as inflation, inconsistent judicial interpretations, legislative changes, and claims handling procedures.

At each reporting date, the estimates are assessed for adequacy by an Appointed Actuary and changes will be reflected as adjustments to these liabilities. The appointment of the Appointed Actuary is approved by BNM.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.3 Significant Accounting Judgements, Estimates And Assumptions (Cont'd.)

(b) Key sources of estimation uncertainty (Cont'd.)

Uncertainty in accounting estimates for general insurance business - Insurance and Reinsurance Contracts (Cont'd.)

Note 24 provides sensitivity analysis of the effects of changes in key assumptions on the insurance contract liabilities of the Group and of the Company including the consequential effects on profit or loss and equity.

The Group and the Company apply the General Measurement Model (“GMM”) for the measurement of insurance contracts. When measuring LFRC, the Group and the Company now discount cash flows that are expected to occur more than one year after the date on which the policies are issued and includes an explicit risk adjustment for non-financial risk. When measuring LFIC, the Group and the Company now discount cash flows that are expected to occur more than one year after the date on which the claims are incurred and includes an explicit risk adjustment for non-financial risk.

(i) Liability for Remaining Coverage (“LFRC”)

Insurance Acquisition Cash Flows

Cash flows arising from the costs of selling, underwriting and starting a group of insurance contracts (issued or expected to be issued) that are directly attributable to the portfolio of insurance contracts to which the group belongs. Such cash flows include cash flows that are not directly attributable to individual contracts or groups of insurance contracts within the portfolio.

The effect of electing to recognise insurance acquisition cash flows as an expense when incurred for a group of insurance contracts is to increase LFRC and reduce the likelihood of any subsequent onerous contract loss. There would be an increased charge to the statement of profit or loss on incurring the expense, offset by an increase in profit released over the coverage period.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.3 Significant Accounting Judgements, Estimates And Assumptions (Cont'd.)

(b) Key sources of estimation uncertainty (Cont'd.)

(i) Liability for Remaining Coverage (Cont'd.)

Onerous Groups

For groups of contracts that are onerous, LFRC is determined by the fulfilment cash flows. Any loss-recovery component is determined with reference to the loss component recognised on underlying contracts and the recovery expected on such claims from reinsurance contracts held.

(ii) Claim Liabilities - Case Estimates

For claims, reserve is established upon notification of a new claim where the potential liability will be assessed based on information available at the time. Where little or no information is available, a “blind” reserve will be used. The blind reserves are based on class of business and are reviewed annually in line with RBC Framework issued by BNM. As and when more information becomes available regarding a claim, the reserve is updated accordingly.

(iii) Liability for Incurred Claims (“LFIC”)

The ultimate cost of outstanding claims reserve is established upon notification of a new claim where the potential liability will be assessed based on information available at the time. Where little or no information is available, a “blind” reserve will be used. The blind reserves are based on class of business and are reviewed annually in line with RBC Framework issued by BNM. As and when more information becomes available regarding a claim, the reserve is updated accordingly.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.3 Significant Accounting Judgements, Estimates And Assumptions (Cont'd.)

(b) Key sources of estimation uncertainty (Cont'd.)

(iii) Liability for Incurred Claims (Cont'd.)

The main assumption underlying these techniques is that the Group's and the Company's past claims development experience can be used to project future claims development and hence ultimate claims costs. These methods extrapolate the development of paid and incurred losses, average costs per claim (including claims handling costs), and claim numbers based on the observed development of earlier years and expected loss ratios. Historical claims development is mainly analysed by accident years, but can also be further analysed by geographical area, as well as by significant business lines and claim types. Large claims are usually separately addressed, either by being reserved at the face value of loss adjuster estimates or separately projected in order to reflect their future development. In most cases, no explicit assumptions are made regarding future rates of claims inflation or loss ratios. Instead, the assumptions used are those implicit in the historical claims development data on which the projections are based. Additional qualitative judgement is used to assess the extent to which past trends may not apply in future, (e.g., to reflect one-off occurrences, changes in external or market factors such as public attitudes to claiming, economic conditions, levels of claims inflation, judicial decisions and legislation, as well as internal factors such as portfolio mix, policy features and claims handling procedures) in order to arrive at the estimated ultimate cost of claims that present the probability weighted expected value outcome from the range of possible outcomes, taking account of all the uncertainties involved.

Other key circumstances affecting the reliability of assumptions include variation in interest rates and delays in settlement.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.3 Significant Accounting Judgements, Estimates And Assumptions (Cont'd.)

(b) Key sources of estimation uncertainty (Cont'd.)

(iv) Discount Rates

Insurance contract liabilities are calculated by discounting expected future cash flows at a risk-free rate, plus an illiquidity premium where applicable. Risk free rates are determined by reference to the yields of highly liquid AAA-rated sovereign securities in the currency of the insurance contract liabilities. The illiquidity premium is determined by reference to observable market rates.

(v) Risk Adjustments for Non-Financial Risk

The risk adjustment for non-financial risk is the compensation that the Group and the Company require for bearing the uncertainty about the amount and timing of the cash flows of groups of insurance contracts. The risk adjustment reflects an amount that an insurer would rationally pay to remove the uncertainty that future cash flows will exceed the expected value amount.

The Group and the Company measure the risk adjustment using a 75% confidence level, representing the compensation required for bearing non-financial risk. That is, the Group and the Company have assessed its indifference to uncertainty for all product lines (as an indication of the compensation that it requires for bearing non-financial risk) as being equivalent to the 75% confidence level less the mean of an estimated probability distribution of the future cash flows. The Group and Company have estimated the probability distribution of the future cash flows, and the additional amount above the expected present value of future cash flows required to meet the target percentiles.

(vi) Assets for Insurance Acquisition Cash Flows

The Group and the Company apply judgement in determining the inputs used in the methodology to systematically and rationally allocate insurance acquisition cash flows to groups of insurance contracts.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.4 Changes in Accounting Policies and Disclosures

New and Amended Standards and Interpretations

On 1 January 2025, the Group and the Company adopted the following new and amendments to MFRSs mandatory for annual financial periods beginning on or after 1 January 2025:

	Effective for annual periods beginning on or after
Amendments to MFRS 121 <i>The Effects of Changes in Foreign Exchange Rates</i>	1 January 2025
- Lack of Exchangeability	

The adoption of the above amendments to MFRSs does not have any significant financial impact on the financial statements of the Group and of the Company.

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2. MATERIAL ACCOUNTING POLICIES (CONT'D.)

2.5 Standards and Amendments to Standards that are Issued but Not Yet Effective

The following are Standards, Amendments to Standards and annual improvements to standards issued by the Malaysian Accounting Standards Board (“MASB”), but which are not yet effective, up to the date of issuance of the Group’s and of the Company’s financial statements. The Group and the Company intend to adopt these standards and amendment to standards, if applicable, when they become effective:

	Effective for annual periods beginning on or after
Amendments to MFRS 7 <i>Financial Instruments: Disclosures</i>	1 January 2026
Amendments to MFRS 9 <i>Financial Instruments</i>	
- Amendments to the Classification and Measurement of Financial Instruments	
- Contracts Referencing Nature-dependent Electricity	
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
- MFRS 1 <i>First-time Adoption of Malaysian Financial Reporting Standards</i>	
- MFRS 7 <i>Financial Instruments: Disclosures</i>	
- MFRS 9 <i>Financial Instruments</i>	
- MFRS 10 <i>Consolidated Financial Statements</i>	
- MFRS 107 <i>Statement of Cash Flows</i>	
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	
Amendments to MFRS 121 <i>The Effects of Changes in Foreign Exchange Rates</i>	1 January 2027
- Translation to a Hyperinflationary Presentation Currency	

The Group and the Company are currently in the process of assessing the potential effects of MFRS 18.

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3. PROPERTY AND EQUIPMENT

Group/Company	← At Valuation →		← At Cost →					Total RM
	Freehold Office Lots RM	Long-term Leasehold Office Lots RM	Office Equipment RM	Furniture, Fixtures & Fittings RM	Motor Vehicles RM	Office Renovation RM	Soft Furnishings RM	
VALUATION/COST								
At 1 January 2025	7,500,000	6,400,000	13,742,692	663,375	1,935,855	3,105,858	66,301	33,414,081
Additions	-	-	182,563	30,418	-	124,217	-	337,198
Disposals	-	-	(11,257)	(10,638)	(214,295)	-	-	(236,190)
At 31 December 2025	7,500,000	6,400,000	13,913,998	683,155	1,721,560	3,230,075	66,301	33,515,089
ACCUMULATED DEPRECIATION								
At 1 January 2025	12,500	10,667	11,208,489	628,162	1,289,673	3,048,126	64,072	16,261,689
Charge for the year (Note 18)	150,000	128,000	1,385,274	13,446	164,099	49,414	385	1,890,618
Disposals	-	-	(11,253)	(10,629)	(114,307)	-	-	(136,189)
At 31 December 2025	162,500	138,667	12,582,510	630,979	1,339,465	3,097,540	64,457	18,016,118
NET BOOK VALUE								
At 31 December 2025	7,337,500	6,261,333	1,331,488	52,176	382,095	132,535	1,844	15,498,971

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3. PROPERTY AND EQUIPMENT (CONT'D.)

Group/Company	← At Valuation →		← At Cost →					Total RM
	Freehold Office Lots RM	Long-term Leasehold Office Lots RM	Office Equipment RM	Furniture, Fixtures & Fittings RM	Motor Vehicles RM	Office Renovation RM	Soft Furnishings RM	
VALUATION/COST								
At 1 January 2024	7,500,000	5,800,000	13,117,698	661,245	1,509,049	3,101,958	66,301	31,756,251
Additions	-	-	624,994	2,130	426,806	3,900	-	1,057,830
Revaluation adjustment	462,500	957,666	-	-	-	-	-	1,420,166
Transferred to revaluation reserve*	(462,500)	(357,666)	-	-	-	-	-	(820,166)
At 31 December 2024	7,500,000	6,400,000	13,742,692	663,375	1,935,855	3,105,858	66,301	33,414,081
ACCUMULATED DEPRECIATION								
At 1 January 2024	325,000	251,333	9,768,517	617,613	1,184,218	3,024,471	63,687	15,234,839
Charge for the year (Note 18)	150,000	117,000	1,439,972	10,549	105,455	23,655	385	1,847,016
Transferred to revaluation reserve*	(462,500)	(357,666)	-	-	-	-	-	(820,166)
At 31 December 2024	12,500	10,667	11,208,489	628,162	1,289,673	3,048,126	64,072	16,261,689
NET BOOK VALUE								
At 31 December 2024	7,487,500	6,389,333	2,534,203	35,213	646,182	57,732	2,229	17,152,392

*This transfer relates to the accumulated depreciation as at the revaluation date that was eliminated against the gross carrying amount of the revalued asset.

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3. PROPERTY AND EQUIPMENT (CONT'D.)

- (a) The Group's and the Company's freehold and leasehold office lots are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment loss. The freehold and leasehold office lots were revalued based on the valuation carried out by an accredited independent professional valuer on an open market value basis using the comparison method.

The valuers are independent valuers who are not related to the Group and the Company and they are members of the Royal Institution of Surveyors Malaysia ("RISM") with appropriate qualifications and recent experience in the fair value measurement of properties in the relevant location.

The strata titles to the freehold office lots have yet to be issued by the relevant authorities.

- (b) The carrying amounts of the revalued properties had they been stated at cost less accumulated depreciation would be as follows:

	Group/Company	
	2025	2024
	RM	RM
Freehold office lots	1,202,111	1,352,375
Long-term leasehold office lots	1,267,864	1,333,784
	<u>2,469,975</u>	<u>2,686,159</u>

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3. PROPERTY AND EQUIPMENT (CONT'D.)

- (c) A description of valuation techniques used and key inputs to valuation of freehold and leasehold office lots of the Group and of the Company are as follows:

	<u>Valuation technique</u>	<u>Unobservable inputs</u>	<u>2025 Range</u>	<u>2024 Range</u>
Freehold office lots	Comparison method	Estimated value per square foot	RM309 to RM457	RM309 to RM457
Long term leasehold office lots	Comparison method	Estimated value per square foot	RM538 to RM1,347	RM597 to RM1,361

The fair value of the freehold and leasehold office lots were revalued based on the valuation carried out by accredited independent professional valuers on an open market value basis using the comparison method that reflects recent transaction prices for similar properties. The valuation techniques used by the accredited independent valuers are verified by Management to ensure that they are in accordance with the requirements of MFRS 13 *Fair Value Measurement*. The valuation results are then presented to the Board of Directors.

An increase or decrease in the unobservable inputs used in the valuation would result in a correspondingly higher or lower fair value. The fair value of the freehold and leasehold office lots of the Group and of the Company are classified under level 3 of the fair value hierarchy as disclosed in Note 25.

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4. RIGHT-OF-USE ASSETS

	Note	Group/Company	
		2025	2024
		RM	RM
Cost - Office lots			
At 1 January		1,305,286	4,364,180
Additions		76,256	1,222,647
Reclassification		-	(43,649)
Derecognised upon lease expiry		-	(4,237,892)
At 31 December		<u>1,381,542</u>	<u>1,305,286</u>
Accumulated depreciation - Office lots			
At 1 January		535,767	1,869,094
Charge for the year	18	491,771	534,521
Reclassification		-	(43,649)
Derecognised upon lease expiry		-	(1,824,199)
At 31 December		<u>1,027,538</u>	<u>535,767</u>
Net book value - Office lots			
At 31 December		<u>354,004</u>	<u>769,519</u>

This note provides information for leases where the Group and the Company is a lessee. The total leased assets owned by the Group and the Company amount to RM6,615,337 (2024: RM7,158,852) which comprise the right-of-use assets amounting to RM354,004 (2024: RM769,519) and leasehold office lots with net book value of RM6,261,333 (2024: RM6,389,333) as disclosed in Note 3.

The Group and the Company have entered into lease agreements for office rental and other office equipment. These non-cancellable leases have remaining non-cancellable lease terms of between 1 and 5 years. There are also several lease contracts that include extension and termination options.

The Group and the Company have leases for office rental with lease terms of 12 months or less and leases of low value. The Group and the Company apply the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

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4. RIGHT-OF-USE ASSETS (CONT'D.)

The following are the amounts recognised in the statement of profit or loss:

	Group/Company	
	2025	2024
	RM	RM
Depreciation expense of right-of-use assets	491,771	534,521
Interest expense on lease liabilities	40,067	(26,263)
Expense related to short-term leases	6,700	67,805
Expense related to leases of low-value assets	60,553	57,688
Total amount recognised in the statement of		
profit or loss	18	
	599,091	633,751

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5. INVESTMENTS

(a) Financial Assets at FVTPL

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Corporate debt securities	178,212,216	161,565,932	1	1
Fixed income unit trust funds	5,500,000	5,500,000	5,500,000	5,500,000
Wholesale unit trust funds	85,653,031	81,659,000	265,613,062	253,543,850
Real estate investment trusts ("REITs")	3,293,167	3,071,272	3,293,167	3,071,272
Equity securities quoted in Malaysia	59,854,353	61,078,667	59,854,353	61,078,667
	<u>332,512,767</u>	<u>312,874,871</u>	<u>334,260,583</u>	<u>323,193,790</u>

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5. INVESTMENTS (CONT'D.)

(b) Investments in subsidiaries - Wholesale unit trust funds

Included in the Company's FVTPL financial assets are the Company's investments in subsidiaries amounting to RM179,960,031 (2024: RM171,884,850) which comprise two wholesale unit trust funds in Malaysia as follows:

<u>Established in Malaysia</u>	<u>Effective Direct Interests</u>	
	2025	2024
AHAM Institutional Bond Fund	96.71%	96.72%
United ESG Series - Institutional Income Fund	97.78%	97.76%

Note: AHAM Institutional Bond Fund is audited by a firm other than Ernst & Young PLT.

The Company considers that the non-controlling interests in the above subsidiaries are not significant and accordingly no disclosures are provided in respect of the summarised income statements, summarised statements of comprehensive income, summarised statements of financial position and summarised statements of cash flows.

The principal activities of the subsidiaries are as follows:

<u>Subsidiary</u>	<u>Principal activity</u>
AHAM Institutional Bond Fund	Unit trust fund holding investments in fixed income securities
United ESG Series - Institutional Income Fund	Unit trust fund holding investments in fixed income securities

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6. INSURANCE AND REINSURANCE CONTRACTS

(a) Movements in insurance contract

(i) Analysis by remaining coverage and incurred claims of insurance contracts not measured under the PAA method

Group/Company	2025		Liabilities for incurred claims RM	Total RM
	Liabilities for remaining coverage Excluding loss component RM	Loss component RM		
Insurance contract assets	(9,480,663)	-	8,697,211	(783,452)
Insurance contract liabilities	19,923,336	11,065,399	159,767,026	190,755,761
At 1 January 2025	10,442,673	11,065,399	168,464,237	189,972,309
Insurance revenue	(146,357,732)	-	-	(146,357,732)
Insurance service expenses	28,647,791	(2,459,494)	186,644,770	212,833,067
Incurred claims and other insurance service expenses	-	(19,435,306)	238,260,636	218,825,330
Amortisation of insurance acquisition cash flows	28,647,791	-	-	28,647,791
Losses on onerous contracts	-	16,975,812	-	16,975,812
Adjustments to liabilities for incurred claims	-	-	(51,615,866)	(51,615,866)
Insurance service result	(117,709,941)	(2,459,494)	186,644,770	66,475,335
Finance expenses from insurance contracts issued	1,530,828	696,628	6,457,271	8,684,727
Total changes in the statement of profit or loss	(116,179,113)	(1,762,866)	193,102,041	75,160,062
Cash flows				
Premiums received	165,172,037	-	-	165,172,037
Claims and other insurance service expenses paid	-	-	(76,964,234)	(76,964,234)
Insurance acquisition cash flows	(28,174,963)	-	-	(28,174,963)
Total cash flows	136,997,074	-	(76,964,234)	60,032,840
At 31 December 2025	31,260,634	9,302,533	284,602,044	325,165,211
Insurance contract assets	-	-	-	-
Insurance contract liabilities	31,260,634	9,302,533	284,602,044	325,165,211
At 31 December 2025	31,260,634	9,302,533	284,602,044	325,165,211

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(a) Movements in insurance contract (Cont'd.)

(i) Analysis by remaining coverage and incurred claims of insurance contracts not measured under the PAA method (Cont'd.)

Group/Company	2024		Liabilities for incurred claims RM	Total RM
	Liabilities for remaining coverage Excluding loss component RM	Loss component RM		
Insurance contract assets	(2,247,230)	-	-	(2,247,230)
Insurance contract liabilities	24,620,875	9,335,315	156,663,449	190,619,639
At 1 January 2024	22,373,645	9,335,315	156,663,449	188,372,409
Insurance revenue	(154,114,843)	-	-	(154,114,843)
Insurance service expenses	28,135,950	958,754	71,561,196	100,655,900
Incurred claims and other insurance service expenses	-	(19,790,153)	104,131,119	84,340,966
Amortisation of insurance acquisition cash flows	28,135,950	-	-	28,135,950
Losses on onerous contracts	-	20,748,907	-	20,748,907
Adjustments to liabilities for incurred claims	-	-	(32,569,923)	(32,569,923)
Insurance service result	(125,978,893)	958,754	71,561,196	(53,458,943)
Finance expenses from insurance contracts issued	1,380,313	771,330	4,007,390	6,159,033
Total changes in the statement of profit or loss	(124,598,580)	1,730,084	75,568,586	(47,299,910)
Cash flows				
Premiums received	145,202,688	-	-	145,202,688
Claims and other insurance service expenses paid	-	-	(63,767,798)	(63,767,798)
Insurance acquisition cash flows	(32,535,080)	-	-	(32,535,080)
Total cash flows	112,667,608	-	(63,767,798)	48,899,810
At 31 December 2024	10,442,673	11,065,399	168,464,237	189,972,309
Insurance contract assets	(9,480,663)	-	8,697,211	(783,452)
Insurance contract liabilities	19,923,336	11,065,399	159,767,026	190,755,761
At 31 December 2024	10,442,673	11,065,399	168,464,237	189,972,309

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(a) Movements in insurance contract (Cont'd.)

(ii) Analysis by measurement component

Group/Company	2025			Total RM
	Estimates of present value of future cash flows RM	Risk adjustment for non-financial risk RM	Contractual service margin RM	
Insurance contract assets	(3,143,247)	1,298,128	1,061,667	(783,452)
Insurance contract liabilities	143,156,275	24,586,027	23,013,459	190,755,761
1 January 2025	140,013,028	25,884,155	24,075,126	189,972,309
Changes that relate to current services				
CSM recognised for services provided	-	-	(27,559,453)	(27,559,453)
Change in risk adjustment for non-financial risk for risk expired	-	7,761,833	-	7,761,833
Experience adjustments	120,913,009	-	-	120,913,009
Changes that relate to future services				
Contracts initially recognised in the year (Note 6(c)(i))	(23,956,858)	20,083,631	25,698,218	21,824,991
Changes in estimates that adjust the CSM	(2,260,910)	(271,598)	2,532,508	-
Changes in estimates that result in losses and reversal of losses on onerous contracts	(4,684,652)	(164,527)	-	(4,849,179)
Changes that relate to past services				
Adjustments to liabilities for incurred claims	(44,524,098)	(7,091,768)	-	(51,615,866)
Insurance service result	45,486,491	20,317,571	671,273	66,475,335
Finance expenses from insurance contracts issued	7,039,305	-	1,645,422	8,684,727
Total changes in the statement of profit or loss	52,525,796	20,317,571	2,316,695	75,160,062
Cash flows*	60,032,840	-	-	60,032,840
At 31 December 2025	252,571,664	46,201,726	26,391,821	325,165,211
Insurance contract assets	-	-	-	-
Insurance contract liabilities	252,571,664	46,201,726	26,391,821	325,165,211
At 31 December 2025	252,571,664	46,201,726	26,391,821	325,165,211

* Cash flows are analysed in the analysis by remaining coverage and incurred claims.

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(a) Movements in insurance contract (Cont'd.)

(ii) Analysis by measurement component (Cont'd.)

Group/Company	2024			Total RM
	Estimates of present value of future cash flows RM	Risk adjustment for non-financial risk RM	Contractual service margin RM	
Insurance contract assets	(2,247,230)	-	-	(2,247,230)
Insurance contract liabilities	140,165,486	25,745,927	24,708,226	190,619,639
1 January 2024	137,918,256	25,745,927	24,708,226	188,372,409
Changes that relate to current services				
CSM recognised for services provided	-	-	(35,313,925)	(35,313,925)
Change in risk adjustment for non-financial risk for risk expired	-	(8,159,797)	-	(8,159,797)
Experience adjustments	1,835,795	-	-	1,835,795
Changes that relate to future services				
Contracts initially recognised in the year (Note 6(c)(i))	(15,414,301)	15,304,262	23,085,568	22,975,529
Changes in estimates that adjust the CSM	(9,598,982)	(346,673)	9,945,655	-
Changes in estimates that result in losses and reversal of losses on onerous contracts	(1,445,416)	(781,208)	-	(2,226,624)
Changes that relate to past services				
Adjustments to liabilities for incurred claims	(26,691,565)	(5,878,356)	-	(32,569,921)
Insurance service result	(51,314,469)	138,228	(2,282,702)	(53,458,943)
Finance expenses from insurance contracts issued	4,509,431	-	1,649,602	6,159,033
Total changes in the statement of profit or loss	(46,805,038)	138,228	(633,100)	(47,299,910)
Cash flows*	48,899,810	-	-	48,899,810
At 31 December 2024	140,013,028	25,884,155	24,075,126	189,972,309
Insurance contract assets	(3,143,247)	1,298,128	1,061,667	(783,452)
Insurance contract liabilities	143,156,275	24,586,027	23,013,459	190,755,761
At 31 December 2024	140,013,028	25,884,155	24,075,126	189,972,309

* Cash flows are analysed in the analysis by remaining coverage and incurred claims.

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(a) Movements in insurance contract (Cont'd.)

(iii) Analysis by remaining coverage and incurred claims of insurance contracts measured under the PAA method

Group/Company	2025				
	Liabilities for remaining coverage		Liabilities for incurred claims		
	Excluding loss component	Loss component	Estimates of present value of future cash flows	Risk adjustment for non-financial risk	Total
	RM	RM	RM	RM	RM
Insurance contract assets	-	-	-	-	-
Insurance contract liabilities	397,888	610,299	8,386,721	1,506,297	10,901,205
At 1 January 2025	<u>397,888</u>	<u>610,299</u>	<u>8,386,721</u>	<u>1,506,297</u>	<u>10,901,205</u>
Insurance revenue	(1,187,839)	-	-	-	(1,187,839)
Insurance service expenses	238,509	212,803	(186,199)	(392,010)	(126,897)
Incurred claims and other insurance service expenses	-	-	907,231	151,154	1,058,385
Amortisation of insurance acquisition cash flows	238,509	-	-	-	238,509
Losses on onerous contracts	-	212,803	-	-	212,803
Adjustments to liabilities for incurred claims	-	-	(1,093,430)	(543,164)	(1,636,594)
Insurance service result	<u>(949,330)</u>	<u>212,803</u>	<u>(186,199)</u>	<u>(392,010)</u>	<u>(1,314,736)</u>
Finance expenses from insurance contracts issued	-	33,531	243,432	45,886	322,849
Total changes in the statement of profit or loss	<u>(949,330)</u>	<u>246,334</u>	<u>57,233</u>	<u>(346,124)</u>	<u>(991,887)</u>
Cash flows					
Premiums received	974,708	-	-	-	974,708
Claims and other insurance service expenses paid	-	-	(1,461,364)	-	(1,461,364)
Insurance acquisition cash flows	(178,882)	-	-	-	(178,882)
Total cash flows	<u>795,826</u>	<u>-</u>	<u>(1,461,364)</u>	<u>-</u>	<u>(665,538)</u>
Other movements	56,760	(2,697)	364,018	144,205	562,286
At 31 December 2025	<u>301,144</u>	<u>853,936</u>	<u>7,346,608</u>	<u>1,304,378</u>	<u>9,806,066</u>
Insurance contract assets	-	-	-	-	-
Insurance contract liabilities	301,144	853,936	7,346,608	1,304,378	9,806,066
At 31 December 2025	<u>301,144</u>	<u>853,936</u>	<u>7,346,608</u>	<u>1,304,378</u>	<u>9,806,066</u>

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(a) Movements in insurance contract (Cont'd.)

(iii) Analysis by remaining coverage and incurred claims of insurance contracts measured under the PAA method (Cont'd.)

Group/Company	2024				
	Liabilities for remaining coverage		Liabilities for incurred claims		Total RM
	Excluding loss component	Loss component	Estimates of present value of future cash flows	Risk adjustment for non-financial risk	
	RM	RM	RM	RM	
Insurance contract assets	-	-	-	-	-
Insurance contract liabilities	458,438	461,855	10,354,698	1,997,821	13,272,812
At 1 January 2024	458,438	461,855	10,354,698	1,997,821	13,272,812
Insurance revenue	(1,043,784)	-	-	-	(1,043,784)
Insurance service expenses	178,003	148,444	(897,258)	(491,524)	(1,062,335)
Incurred claims and other insurance service expenses	-	-	574,668	-	574,668
Amortisation of insurance acquisition cash flows	178,003	-	-	-	178,003
Losses on onerous contracts	-	148,444	-	-	148,444
Adjustments to liabilities for incurred claims	-	-	(1,471,926)	(491,524)	(1,963,450)
Insurance service result	(865,781)	148,444	(897,258)	(491,524)	(2,106,119)
Finance expenses from insurance contracts issued	-	-	352,070	-	352,070
Total changes in the statement of profit or loss	(865,781)	148,444	(545,188)	(491,524)	(1,754,049)
Cash flows					
Premiums received	1,073,713	-	-	-	1,073,713
Claims and other insurance service expenses paid	-	-	(1,422,789)	-	(1,422,789)
Insurance acquisition cash flows	(268,482)	-	-	-	(268,482)
Total cash flows	805,231	-	(1,422,789)	-	(617,558)
At 31 December 2024	397,888	610,299	8,386,721	1,506,297	10,901,205
Insurance contract assets	-	-	-	-	-
Insurance contract liabilities	397,888	610,299	8,386,721	1,506,297	10,901,205
At 31 December 2024	397,888	610,299	8,386,721	1,506,297	10,901,205

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(b) Movements in reinsurance contract

(i) Analysis by remaining coverage and incurred claims of reinsurance contracts not measured under the PAA method

Group/Company	2025			
	Assets for remaining coverage		Assets for incurred claims	Total
	Excluding loss-recovery component	Loss-recovery component		
	RM	RM	RM	RM
Reinsurance contract liabilities	20,664,133	-	(11,824,681)	8,839,452
Reinsurance contract assets	19,604,766	(960,941)	(86,458,833)	(67,815,008)
At 1 January 2025	40,268,899	(960,941)	(98,283,514)	(58,975,556)
Allocation of reinsurance premiums paid	58,930,466	-	-	58,930,466
Amounts recoverable from reinsurers	-	291,246	(128,664,478)	(128,373,232)
Recoveries of incurred claims and other insurance service expenses	-	-	(165,893,525)	(165,893,525)
Recoveries of losses on onerous underlying contracts	-	291,246	-	291,246
Adjustments to assets for incurred claims	-	-	37,229,047	37,229,047
Net expense from reinsurance contracts held	58,930,466	291,246	(128,664,478)	(69,442,766)
Finance income from reinsurance contracts held	(166,344)	-	(3,970,495)	(4,136,839)
Total changes in the statement of profit or loss	58,764,122	291,246	(132,634,973)	(73,579,605)
Cash flows				
Premiums paid	(85,299,278)	-	-	(85,299,278)
Amounts received	13,241,951	-	31,324,326	44,566,277
Total cash flows	(72,057,327)	-	31,324,326	(40,733,001)
At 31 December 2025	26,975,694	(669,695)	(199,594,161)	(173,288,162)
Reinsurance contract liabilities	5,328,740	-	(4,198)	5,324,542
Reinsurance contract assets	21,646,954	(669,695)	(199,589,963)	(178,612,704)
At 31 December 2025	26,975,694	(669,695)	(199,594,161)	(173,288,162)

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(b) Movements in reinsurance contract (Cont'd.)

(i) Analysis by remaining coverage and incurred claims of reinsurance contracts not measured under the PAA method (Cont'd.)

Group/Company	2024			
	Assets for remaining coverage		Assets for incurred claims	Total
	Excluding loss-recovery component	Loss-recovery component		
	RM	RM	RM	RM
Reinsurance contract liabilities	6,457,353	-	(681,022)	5,776,331
Reinsurance contract assets	8,775,428	(1,018,473)	(88,234,562)	(80,477,607)
At 1 January 2024	15,232,781	(1,018,473)	(88,915,584)	(74,701,276)
Allocation of reinsurance premiums paid	85,375,480	-	-	85,375,480
Amounts recoverable from reinsurers	-	57,532	(24,031,949)	(23,974,417)
Recoveries of incurred claims and other insurance service expenses	-	-	(42,123,486)	(42,123,486)
Recoveries of losses on onerous underlying contracts	-	57,532	-	57,532
Adjustments to assets for incurred claims	-	-	18,091,537	18,091,537
Net expense from reinsurance contracts held	85,375,480	57,532	(24,031,949)	61,401,063
Finance income from reinsurance contracts held	(641,729)	-	(2,278,986)	(2,920,715)
Total changes in the statement of profit or loss	84,733,751	57,532	(26,310,935)	58,480,348
Cash flows				
Premiums paid	(69,866,996)	-	-	(69,866,996)
Amounts received	10,169,363	-	16,943,005	27,112,368
Total cash flows	(59,697,633)	-	16,943,005	(42,754,628)
At 31 December 2024	40,268,899	(960,941)	(98,283,514)	(58,975,556)
Reinsurance contract liabilities	20,664,133	-	(11,824,681)	8,839,452
Reinsurance contract assets	19,604,766	(960,941)	(86,458,833)	(67,815,008)
At 31 December 2024	40,268,899	(960,941)	(98,283,514)	(58,975,556)

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(b) Movements in reinsurance contract (Cont'd.)

(ii) Analysis by measurement component

Group/Company	2025			
	Estimates of present value of future cash flows RM	Risk adjustment for non-financial risk RM	Contractual service margin RM	Total RM
Reinsurance contract liabilities	13,542,662	(1,723,835)	(2,979,375)	8,839,452
Reinsurance contract assets	(26,573,883)	(12,484,937)	(28,756,188)	(67,815,008)
1 January 2025	(13,031,221)	(14,208,772)	(31,735,563)	(58,975,556)
Changes that relate to current services				
CSM recognised for services received	-	-	36,957,957	36,957,957
Change in risk adjustment for non-financial risk for risk expired	-	(13,846,718)	-	(13,846,718)
Experience adjustments	(130,074,298)	-	-	(130,074,298)
Changes that relate to future services				
Contracts initially recognised in the year	34,389,061	(4,546,478)	(29,842,583)	-
Changes in recoveries of losses on onerous underlying contracts that adjust the CSM	-	-	(852,829)	(852,829)
Changes in estimates that adjust the CSM	4,067,624	148,212	(4,215,836)	-
Changes in estimates that relate to losses and reversal of losses on underlying onerous contracts	209,122	(99,075)	1,034,028	1,144,075
Changes that relate to past services				
Adjustments to liabilities for incurred claims	32,830,886	4,398,161	-	37,229,047
Net expense from reinsurance contracts held	(58,577,605)	(13,945,898)	3,080,737	(69,442,766)
Finance income from reinsurance contracts held	(2,067,814)	-	(2,069,025)	(4,136,839)
Total changes in the statement of profit or loss	(60,645,419)	(13,945,898)	1,011,712	(73,579,605)
Cash flows*	(40,733,001)	-	-	(40,733,001)
At 31 December 2025	(114,409,641)	(28,154,670)	(30,723,851)	(173,288,162)
Reinsurance contract liabilities	5,701,236	(377)	(376,317)	5,324,542
Reinsurance contract assets	(120,110,877)	(28,154,293)	(30,347,534)	(178,612,704)
At 31 December 2025	(114,409,641)	(28,154,670)	(30,723,851)	(173,288,162)

* Cash flows are analysed in the analysis by remaining coverage and incurred claims.

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(b) Movements in reinsurance contract (Cont'd.)

(ii) Analysis by measurement component (Cont'd.)

Group/Company	2024			
	Estimates of present value of future cash flows RM	Risk adjustment for non-financial risk RM	Contractual service margin RM	Total RM
Reinsurance contract liabilities	7,025,999	(103,979)	(1,145,689)	5,776,331
Reinsurance contract assets	(37,356,653)	(13,539,579)	(29,581,375)	(80,477,607)
1 January 2024	(30,330,654)	(13,643,558)	(30,727,064)	(74,701,276)
Changes that relate to current services				
CSM recognised for services received	-	-	44,049,849	44,049,849
Change in risk adjustment for non-financial risk for risk expired	-	1,633,767	-	1,633,767
Experience adjustments	(2,431,622)	-	-	(2,431,622)
Changes that relate to future services				
Contracts initially recognised in the year	34,639,319	(5,335,707)	(29,303,612)	-
Changes in recoveries of losses on onerous underlying contracts that adjust the CSM	-	-	(1,206,983)	(1,206,983)
Changes in estimates that adjust the CSM	13,675,534	(111,258)	(13,564,276)	-
Changes in estimates that relate to losses and reversal of losses on underlying onerous contracts	55,189	74,455	1,134,870	1,264,514
Changes that relate to past services				
Adjustments to liabilities for incurred claims	14,918,009	3,173,529	-	18,091,538
Net expense from reinsurance contracts held	60,856,429	(565,214)	1,109,848	61,401,063
Finance income from reinsurance contracts held	(802,368)	-	(2,118,347)	(2,920,715)
Total changes in the statement of profit or loss	60,054,061	(565,214)	(1,008,499)	58,480,348
Cash flows*	(42,754,628)	-	-	(42,754,628)
At 31 December 2024	(13,031,221)	(14,208,772)	(31,735,563)	(58,975,556)
Reinsurance contract liabilities	13,542,662	(1,723,835)	(2,979,375)	8,839,452
Reinsurance contract assets	(26,573,883)	(12,484,937)	(28,756,188)	(67,815,008)
At 31 December 2024	(13,031,221)	(14,208,772)	(31,735,563)	(58,975,556)

* Cash flows are analysed in the analysis by remaining coverage and incurred claims.

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(b) Movements in reinsurance contract (Cont'd.)

(iii) Analysis by remaining coverage and incurred claims of reinsurance contracts measured under the PAA method

Group/Company	2025				
	Assets for remaining coverage	Assets for incurred claims	Estimates of	Risk	Total
	Excluding loss-recovery component	Loss-recovery component	present value of future cash flows	adjustment for non-financial risk	
	RM	RM	RM	RM	RM
Reinsurance contract liabilities	-	-	-	-	-
Reinsurance contract assets	12,635	-	(121,767)	-	(109,132)
At 1 January 2025	12,635	-	(121,767)	-	(109,132)
Allocation of reinsurance premiums paid	86,719	-	-	-	86,719
Amounts recoverable from reinsurers	-	(5,320)	339,422	9,455	343,557
Recoveries of incurred claims and other insurance service expenses	-	-	(18,025)	(3,541)	(21,566)
Recoveries of losses on onerous underlying contracts	-	(5,320)	-	-	(5,320)
Adjustments to assets for incurred claims	-	-	357,447	12,996	370,443
Net expense from reinsurance contracts held	86,719	(5,320)	339,422	9,455	430,276
Finance income from reinsurance contracts held	-	(838)	(14,557)	(1,071)	(16,466)
Total changes in the statement of profit or loss	86,719	(6,158)	324,865	8,384	413,810
Cash flows					
Premiums paid	(64,914)	-	-	-	(64,914)
Amounts received	-	-	185,989	-	185,989
Total cash flows	(64,914)	-	185,989	-	121,075
Other movements	(11,352)	(15,190)	(497,183)	(38,561)	(562,286)
At 31 December 2025	23,088	(21,348)	(108,096)	(30,177)	(136,533)
Reinsurance contract liabilities	-	-	-	-	-
Reinsurance contract assets	23,088	(21,348)	(108,096)	(30,177)	(136,533)
At 31 December 2025	23,088	(21,348)	(108,096)	(30,177)	(136,533)

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(b) Movements in reinsurance contract (Cont'd.)

(iii) Analysis by remaining coverage and incurred claims of reinsurance contracts measured under the PAA method (Cont'd.)

Group/Company	2024				
	Assets for remaining coverage		Assets for incurred claims		Total RM
	Excluding	Loss-recovery	Estimates of	Risk	
	loss-recovery component RM	component RM	present value of future cash flows RM	adjustment for non-financial risk RM	
Reinsurance contract liabilities	-	-	-	-	-
Reinsurance contract assets	-	-	-	-	-
At 1 January 2024	-	-	-	-	-
Allocation of reinsurance premiums paid	90,710	-	-	-	90,710
Amounts recoverable from reinsurers	-	-	(154,709)	-	(154,709)
Recoveries of incurred claims and other insurance service expenses	-	-	(154,709)	-	(154,709)
Recoveries of losses on onerous underlying contracts	-	-	-	-	-
Adjustments to assets for incurred claims	-	-	-	-	-
Net expense from reinsurance contracts held	90,710	-	(154,709)	-	(63,999)
Finance income from reinsurance contracts held	-	-	-	-	-
Total changes in the statement of profit or loss	90,710	-	(154,709)	-	(63,999)
Cash flows					
Premiums paid	(78,075)	-	-	-	(78,075)
Amounts received	-	-	32,942	-	32,942
Total cash flows	(78,075)	-	32,942	-	(45,133)
At 31 December 2024	12,635	-	(121,767)	-	(109,132)
Reinsurance contract liabilities	-	-	-	-	-
Reinsurance contract assets	12,635	-	(121,767)	-	(109,132)
At 31 December 2024	12,635	-	(121,767)	-	(109,132)

In the current year, the Group and the Company have enhanced the presentation of reinsurance contract assets to separately disclose amounts relating to the loss component and risk adjustment following the availability of more detailed MMIP information. Comparative information has not been restated, as such information was not available in the prior year, and continues to be presented consistent with the prior year format.

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(c) Effect of contracts initially recognised in the year

The following tables summarise the effect on the measurement components arising from the initial recognition of insurance contracts and reinsurance contracts held measured under the GMM in the year.

(i) Insurance contracts

Group/Company	Note	Profitable contracts issued RM	Onerous contracts issued RM	Total RM
31 December 2025				
Claims and other insurance				
service expenses payable		74,871,662	41,432,622	116,304,284
Insurance acquisition cash flows		26,463,946	13,186,951	39,650,897
Estimates of present value of cash outflows		101,335,608	54,619,573	155,955,181
Estimates of present value of cash inflows		(141,716,297)	(38,195,742)	(179,912,039)
Risk adjustment for non-financial risk		14,682,471	5,401,160	20,083,631
CSM		25,698,218	-	25,698,218
Losses recognised on initial recognition	6(a)(ii)	-	21,824,991	21,824,991
31 December 2024				
Claims and other insurance				
service expenses payable		45,504,896	44,335,487	89,840,383
Insurance acquisition cash flows		17,601,843	11,706,576	29,308,419
Estimates of present value of cash outflows		63,106,739	56,042,063	119,148,802
Estimates of present value of cash inflows		(94,428,012)	(40,135,091)	(134,563,103)
Risk adjustment for non-financial risk		8,235,705	7,068,557	15,304,262
CSM		23,085,568	-	23,085,568
Losses recognised on initial recognition	6(a)(ii)	-	22,975,529	22,975,529

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(c) Effect of contracts initially recognised in the year (Cont'd.)

(ii) Reinsurance contracts held

Group/Company	Note	Contracts initiated without loss-recovery component RM	Contracts initiated with loss-recovery component RM	Total RM
31 December 2025				
Estimates of present value of cash inflows		(28,225,626)	(4,407,946)	(32,633,572)
Estimates of present value of cash outflows		58,331,866	8,690,767	67,022,633
Risk adjustment for non-financial risk		(3,904,962)	(641,516)	(4,546,478)
CSM	6(b)(ii)	<u>26,201,278</u>	<u>3,641,305</u>	<u>29,842,583</u>
31 December 2024				
Estimates of present value of cash inflows		(24,874,424)	(3,719,446)	(28,593,870)
Estimates of present value of cash outflows		57,373,851	5,859,338	63,233,189
Risk adjustment for non-financial risk		(4,850,238)	(485,469)	(5,335,707)
CSM	6(b)(ii)	<u>27,649,189</u>	<u>1,654,423</u>	<u>29,303,612</u>

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6. INSURANCE AND REINSURANCE CONTRACTS (CONT'D.)

(d) Expected recognition of contractual service margin

The following table sets out when the Group and the Company expect to recognise the remaining CSM in the statement of profit or loss after the reporting date for contracts measured under GMM.

(i) Insurance contracts

	Note	Group/Company	
		2025	2024
		RM	RM
Less than one year		13,915,281	13,655,027
One to two years		6,288,352	4,505,617
Two to three years		6,188,188	3,014,308
Three to four years		-	2,900,174
Total	6(a)(ii)	<u>26,391,821</u>	<u>24,075,126</u>

(ii) Reinsurance contracts held

	Note	Group/Company	
		2025	2024
		RM	RM
Less than one year		16,808,999	17,710,208
One to two years		6,658,082	5,665,790
Two to three years		7,256,770	3,945,267
Three to four years		-	4,414,298
Total	6(b)(ii)	<u>30,723,851</u>	<u>31,735,563</u>

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7. LOANS AND OTHER RECEIVABLES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Other receivables				
Share of net assets held by Malaysian Motor Insurance Pool ("MMIP")*	35,635,642	36,272,218	35,635,642	36,272,218
Income due and accrued	495,981	417,799	495,486	416,551
Other receivables and deposits	2,320,471	1,342,176	1,444,978	1,342,176
Prepayments	183,300	311,900	183,300	311,900
Amounts receivable from sale of shares	110,215	74,593	110,215	74,593
	<u>38,745,609</u>	<u>38,418,686</u>	<u>37,869,621</u>	<u>38,417,438</u>
<i>Less: Allowance for impairment</i>	<u>(986,463)</u>	<u>(986,463)</u>	<u>(986,463)</u>	<u>(986,463)</u>
	<u>37,759,146</u>	<u>37,432,223</u>	<u>36,883,158</u>	<u>37,430,975</u>
Fixed and call deposits				
Licensed banks in Malaysia	45,027,559	33,182,642	38,460,481	18,098,221
Borneo Housing Mortgage Finance Berhad	35,000,000	35,000,000	35,000,000	35,000,000
	<u>80,027,559</u>	<u>68,182,642</u>	<u>73,460,481</u>	<u>53,098,221</u>
Total loans and other receivables	<u>117,786,705</u>	<u>105,614,865</u>	<u>110,343,639</u>	<u>90,529,196</u>

The carrying amounts of financial assets disclosed above are reasonable approximations of fair values at reporting date due to their short-term maturity.

* The share of net assets in MMIP includes the Group's and the Company's net cash contributions of RM459,477 (2024: RM2,459,477) made to MMIP.

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7. LOANS AND OTHER RECEIVABLES (CONT'D.)

Included in the fixed and call deposits are cash collaterals received from policyholders of RM27,412,470 (2024: RM27,832,657) for guarantees issued on behalf of policyholders (Note 12).

The weighted average effective interest rates of the fixed and call deposits as at 31 December 2025 were 3.06% (2024: 3.15%) per annum.

8. DEFERRED TAXATION

	Note	Group/Company	
		2025	2024
		RM	RM
At 1 January		795,685	4,894,394
Recognised in profit or loss	19	(3,461,578)	(3,757,869)
Recognised in other comprehensive income		-	(340,840)
At 31 December		<u>(2,665,893)</u>	<u>795,685</u>

Presented after appropriate offsetting are as follows:

	Group/Company	
	2025	2024
	RM	RM
Deferred tax assets	4,998,763	8,559,559
Deferred tax liabilities	<u>(7,664,656)</u>	<u>(7,763,874)</u>
	<u>(2,665,893)</u>	<u>795,685</u>

The unabsorbed capital allowances of the Group and of the Company are available to be carried forward indefinitely for offset against future taxable profits, subject to the tax laws and guidelines issued by the tax authority that are enacted at the reporting date.

Deferred tax assets have not been recognised in respect of these amounts as it is not probable that sufficient future taxable profits will be available to allow the related tax benefits to be utilised.

Year of expiry of unutilised tax losses is analysed as follows:

	Group/Company	
	2025	2024
	RM	RM
Expiring in 2035	8,272,613	-
Expiring in 2034	1,205,044	-
Expiring in 2033	7,055,935	-
Expiring in 2032	13,216,926	-
	<u>29,750,518</u>	<u>-</u>

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8. DEFERRED TAXATION (CONT'D.)

The components and movements of deferred tax assets and liabilities prior to offsetting are as follows:

Group/Company
Deferred tax assets

	Accelerated capital allowances RM	Impaired financial assets RM	Lease liabilities RM	Provisions RM	Unutilised tax losses RM	Insurance and reinsurance RM	Total RM
At 1 January 2025	-	1,200,000	310,724	1,600,772	5,448,063	-	8,559,559
Recognised in profit or loss	-	-	(222,004)	289,629	(5,448,063)	1,819,642	(3,560,796)
At 31 December 2025	-	1,200,000	88,720	1,890,401	-	1,819,642	4,998,763
At 1 January 2024	284,377	1,200,000	720,274	1,188,458	4,982,114	14,419	8,389,642
Recognised in profit or loss	(284,377)	-	(409,550)	412,314	465,949	(14,419)	169,917
At 31 December 2024	-	1,200,000	310,724	1,600,772	5,448,063	-	8,559,559

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8. DEFERRED TAXATION (CONT'D.)

Group/Company						
Deferred tax liabilities	Property revaluation reserve	Accelerated capital allowances	Right-of-use assets	Fair value gains on financial assets at FVTPL	Insurance and reinsurance	Total
	RM	RM	RM	RM	RM	RM
At 1 January 2025	(2,685,761)	(281,882)	(184,685)	(4,573,233)	(38,313)	(7,763,874)
Recognised in profit or loss	-	140,927	99,723	(179,745)	38,313	99,218
At 31 December 2025	(2,685,761)	(140,955)	(84,962)	(4,752,978)	-	(7,664,656)
At 1 January 2024	(2,261,148)	-	(598,821)	(635,279)	-	(3,495,248)
Recognised in profit or loss	(83,773)	(281,882)	414,136	(3,937,954)	(38,313)	(3,927,786)
Recognised in other comprehensive income	(340,840)	-	-	-	-	(340,840)
At 31 December 2024	(2,685,761)	(281,882)	(184,685)	(4,573,233)	(38,313)	(7,763,874)

Deferred tax assets not recognised

Deferred tax assets have not been recognised in respect of the following items:

Group/Company		
	2025	2024
	RM	RM
Unutilised business losses	29,750,518	-
Unabsorbed capital allowances	755,833	-
	30,506,351	-

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9. SHARE CAPITAL

	Group/Company			
	2025		2024	
	No. of shares	RM	No. of shares	RM
At beginning/end of year				
Issued and fully paid up	<u>100,000,000</u>	<u>100,000,000</u>	<u>100,000,000</u>	<u>100,000,000</u>

10. RESERVES

Reserves of the Group and of the Company comprise of the following:

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Non-distributable:					
Property revaluation reserve	(a)	8,323,634	8,323,634	8,323,634	8,323,634
Distributable:					
Retained earnings	(b)	168,133,174	166,511,027	168,055,792	166,434,514
Total reserves		<u>176,456,808</u>	<u>174,834,661</u>	<u>176,379,426</u>	<u>174,758,148</u>

(a) Property revaluation reserve

The property revaluation reserve represents the surplus on revaluation of properties and is not distributable as cash dividends until its realisation.

(b) Retained earnings

The Company may distribute dividends out of its entire retained earnings under the single tier system.

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11. LEASE LIABILITIES

		Group/Company	
	Note	2025	2024
		RM	RM
Office lots			
At 1 January		789,260	3,001,143
Additions		76,256	1,222,647
Payment of lease liabilities		(535,916)	(489,151)
Net interest on lease liabilities	18	40,067	(26,263)
Derecognised upon lease expiry		-	(2,919,116)
At 31 December		<u>369,667</u>	<u>789,260</u>

12. OTHER FINANCIAL LIABILITIES

		Group/Company	
	Note	2025	2024
		RM	RM
Cash collateral deposits received from policyholders	7	27,412,470	27,832,657
Interest on cash collateral deposits received from policyholders		<u>1,826,196</u>	<u>1,758,896</u>
		<u>29,238,666</u>	<u>29,591,553</u>

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13. OTHER PAYABLES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Provision for bonus	2,129,715	2,065,111	2,129,715	2,065,111
Accrued expenses	2,348,124	3,321,223	2,324,427	3,304,885
Salaries and wages control	489,705	505,294	489,705	505,294
Amounts payable for				
purchase of shares	655,005	1,161,195	655,005	1,161,195
Other payables	14,272,108	4,022,150	13,331,497	3,957,613
	<u>19,894,657</u>	<u>11,074,973</u>	<u>18,930,349</u>	<u>10,994,098</u>

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14. INSURANCE SERVICE RESULT

		Group/Company	
	Note	2025	2024
		RM	RM
Insurance revenue	6(a)(i)	147,545,571	155,158,627
<i>Contracts not measured under the PAA</i>		146,357,732	154,114,843
Amounts related to changes in liabilities for remaining coverage			
- Contractual service margin recognised for services provided	6(a)(ii)	27,559,453	35,313,925
- Change in risk adjustments for non-financial risk for risk expired		12,369,945	12,626,559
- Expected incurred claims and other insurance service expenses		73,531,360	73,913,586
- Experience adjustments related to current services		4,249,183	4,124,823
Recovery of insurance acquisition cash flows		28,647,791	28,135,950
<i>Contracts measured under the PAA</i>		1,187,839	1,043,784
Insurance service expenses	6(a)(i)	(212,706,170)	(99,593,565)
Incurred claims and other insurance service expenses		(219,883,715)	(84,915,634)
Amortisation of insurance acquisition cash flows		(28,886,300)	(28,313,953)
Losses on onerous contracts		(17,188,615)	(20,897,351)
Adjustments to liabilities for incurred claims		53,252,460	34,533,373
Allocation of reinsurance premiums	6(b)(i)	(59,017,185)	(85,466,190)
Amounts recoverable from reinsurers for incurred claims	6(b)(i)	128,029,675	24,129,126
Recoveries of incurred claims and other insurance service expenses		165,915,091	42,278,195
Recoveries losses on onerous underlying contracts		(285,926)	(57,532)
Adjustments to assets for incurred claims		(37,599,490)	(18,091,537)
Insurance service result		3,851,891	(5,772,002)

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15. INVESTMENT INCOME

(a) Interest revenue calculated using the effective interest method

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Financial assets measured at amortised cost:				
Fixed and call deposits	2,093,731	1,931,553	1,763,854	1,620,865
	<u>2,093,731</u>	<u>1,931,553</u>	<u>1,763,854</u>	<u>1,620,865</u>

(b) Other investment revenue

	Note	Group		Company	
		2025	2024	2025	2024
		RM	RM	RM	RM
Investment income, net	(i)	12,696,463	11,208,637	11,732,593	9,901,828
Realised gains/(losses)	(ii)	299,075	6,308,796	(25,048)	5,620,678
Fair value (losses)/gains	(iii)	(43,789)	9,443,083	748,939	11,013,641
		<u>12,951,749</u>	<u>26,960,516</u>	<u>12,456,484</u>	<u>26,536,147</u>

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15. INVESTMENT INCOME (CONT'D.)

(b) Other investment revenue (Cont'd.)

(i) Investment income, net

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Financial assets at FVTPL:				
Interest income from corporate debt securities	7,009,882	6,923,316	-	-
Amortisation of premiums	(37,456)	(131,867)	-	-
Distribution income from fixed income unit trust funds	203,222	151,292	203,222	151,292
Distribution income from wholesale unit trust funds	3,882,780	2,826,441	9,891,336	8,311,081
Dividend income from REITs	157,569	215,106	157,569	215,106
Dividend income from equity securities quoted in Malaysia	1,771,149	1,577,304	1,771,149	1,577,304
Investment income before investment expenses	12,987,146	11,561,592	12,023,276	10,254,783
Less: Investment expenses	(290,683)	(352,955)	(290,683)	(352,955)
	<u>12,696,463</u>	<u>11,208,637</u>	<u>11,732,593</u>	<u>9,901,828</u>

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15. INVESTMENT INCOME (CONT'D.)

(b) Other investment revenue (Cont'd.)

(ii) Realised gains/(losses)

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Financial assets at FVTPL:				
Corporate debt securities	324,123	639,102	-	-
Wholesale unit trust funds	-	-	-	(49,016)
REITs	(27,723)	32,491	(27,723)	32,491
Equity securities quoted in Malaysia	2,675	5,637,203	2,675	5,637,203
	<u>299,075</u>	<u>6,308,796</u>	<u>(25,048)</u>	<u>5,620,678</u>

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15. INVESTMENT INCOME (CONT'D.)

(b) Other investment revenue (Cont'd.)

(iii) Fair value (losses)/gains

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Financial assets at FVTPL:				
Corporate debt securities	1,273,898	(95,826)	-	-
Wholesale unit trust funds	111,250	132,498	2,177,876	1,607,230
REITs	522,552	127,204	522,552	127,204
Equity securities quoted in Malaysia	(1,951,489)	9,279,207	(1,951,489)	9,279,207
	<u>(43,789)</u>	<u>9,443,083</u>	<u>748,939</u>	<u>11,013,641</u>

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16. NET INSURANCE FINANCIAL RESULT

(a) Insurance finance expenses for insurance contracts issued

	Group/Company	
	2025	2024
	RM	RM
Interest accreted to insurance contracts using current financial assumptions	(4,232,819)	(3,813,664)
Interest accreted to insurance contracts using locked-in rate	(1,645,422)	(1,649,601)
Effect of changes in interest rates and other financial assumptions	(3,129,335)	(1,047,838)
	<u>(9,007,576)</u>	<u>(6,511,103)</u>

(b) Reinsurance finance income for reinsurance contracts held

	Group/Company	
	2025	2024
	RM	RM
Interest accreted to reinsurance contracts using current financial assumptions	556,247	834,134
Interest accreted to reinsurance contracts using locked-in rate	2,069,025	2,118,347
Effect of changes in interest rates and other financial assumptions	1,528,033	(31,766)
	<u>4,153,305</u>	<u>2,920,715</u>

17. OTHER OPERATING INCOME

	Group/Company	
	2025	2024
	RM	RM
Net income arising from MMIP accounts	1,907,887	1,851,602
Gains on lease modification	-	505,423
Other operating income	57,621	38,693
	<u>1,965,508</u>	<u>2,395,718</u>

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18. EXPENSES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Commissions	4,648,211	(207,049)	4,648,211	(207,049)
Employee benefits expenses (a)	24,453,286	23,696,923	24,453,286	23,696,923
Non-executive Directors' remuneration excluding benefits-in-kind (b):				
- Fees	548,806	652,891	548,806	652,891
- Other emoluments	380,920	467,487	380,920	467,487
Auditors' remuneration:				
- Statutory audit	727,300	588,500	717,000	578,500
- Other auditors' fees	12,500	12,500	-	-
- Regulatory related fees	34,000	31,500	34,000	31,500
- Other services	45,200	44,200	45,200	44,200
Legal and professional fees	2,068,453	4,693,916	2,068,453	4,693,916
Management fees	189,767	1,323,174	189,767	1,323,174
Depreciation:				
- Property and equipment (Note 3)	1,890,618	1,847,016	1,890,618	1,847,016
- Right-of-use assets (Note 4)	491,771	534,521	491,771	534,521
Net interest on lease liabilities (Note 11)	40,067	(26,263)	40,067	(26,263)
Operating leases:				
- Office rental	6,700	67,805	6,700	67,805
- Office equipment rental	60,553	57,688	60,553	57,688
Computer maintenance charges	3,972,115	3,673,212	3,972,115	3,673,212
Computer lease line	879,272	834,598	879,272	834,598
Printing and stationery	495,168	468,506	495,168	468,506
Other expenses	5,401,140	5,635,314	4,830,480	5,102,303
Total expenses	46,345,847	44,396,439	45,752,387	43,840,928

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18. EXPENSES (CONT'D.)

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Total expenses	46,345,847	44,396,439	45,752,387	43,840,928
Amounts attributed to insurance acquisition cash flows	(27,564,515)	(33,086,678)	(27,564,515)	(33,086,678)
Amortisation of insurance acquisition cash flows	28,647,791	28,135,950	28,647,791	28,135,950
	<u>47,429,123</u>	<u>39,445,711</u>	<u>46,835,663</u>	<u>38,890,200</u>
Represented by:				
Insurance service expenses	36,735,053	33,898,147	36,735,053	33,898,147
Other operating expenses	<u>10,694,070</u>	<u>5,547,564</u>	<u>10,100,610</u>	<u>4,992,053</u>
	<u>47,429,123</u>	<u>39,445,711</u>	<u>46,835,663</u>	<u>38,890,200</u>

(a) Employee benefits expenses

	Group/Company	
	2025	2024
	RM	RM
Wages, salaries and bonuses	19,669,771	18,659,348
Social security contributions	203,321	181,230
Contribution to Employees Provident Fund	2,881,537	2,734,932
Other benefits	<u>1,698,657</u>	<u>2,121,413</u>
	<u>24,453,286</u>	<u>23,696,923</u>

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18. EXPENSES (CONT'D.)

(a) Employee benefits expenses (Cont'd.)

Included in employee benefits expenses is the Chief Executive Officer's remuneration as follows:

	Group/Company	
	2025	2024
	RM	RM
Chief Executive Officer - Jaimin Bin Kamin		
- Salary	716,100	693,000
- Allowance	94,150	37,982
- Defined contribution plan	205,913	187,503
- Bonus	352,275	320,250
Total salary costs	1,368,438	1,238,735
Benefits-in-kind	3,722	3,537
	<u>1,372,160</u>	<u>1,242,272</u>

(b) Non-Executive Directors' remuneration

	Group/Company	
	2025	2024
	RM	RM
Fees	548,806	652,891
Other emoluments	380,920	467,487
Benefits-in-kind	70,956	18,300
	<u>1,000,682</u>	<u>1,138,678</u>

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18. EXPENSES (CONT'D.)

(b) Non-Executive Directors' remuneration (Cont'd.)

Non-Executive Directors' remuneration by Director:

	Group/Company	
	2025	2024
	RM	RM
Tan Sri Sukarti Bin Wakiman	199,155	219,177
Noorhaneem Binti Shahrain	47,868	-
Chong Chung Vui	170,133	272,014
Datuk George Taitim Tulas	183,026	61,812
Tan See Dip	228,206	87,693
Dato' Khalid Bin Abdol Rahman	259	-
Datuk Haji Rusdin @ Musidi Bin Riman	130,574	237,098
Paul Chong Thian Soo	41,461	207,133
Abdul Aziz Bin Zainal Abidin	-	53,751
	1,000,682	1,138,678

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19. TAXATION

	Group/Company	
	2025	2024
	RM	RM
Deferred tax (Note 8):		
Relating to origination and reversal of temporary differences	6,447,188	3,600,119
(Over)/under provision of deferred tax in prior years	(2,985,610)	157,750
Tax expense	<u>3,461,578</u>	<u>3,757,869</u>

A reconciliation of income tax expense applicable to profit before taxation at the statutory income tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:

	Group	
	2025	2024
	RM	RM
Profit before taxation	<u>5,314,538</u>	<u>16,377,833</u>
Taxation at Malaysian statutory tax rate of 24%	1,275,489	3,930,680
Income not subject to tax	(3,047,271)	(2,588,070)
Expenses not deductible for tax purposes	897,446	2,000,025
Deferred tax assets recognised on unabsorbed capital allowances ("CA")	-	257,484
Deferred tax assets not recognised	7,321,524	-
(Over)/under provision of deferred tax in prior years	(2,985,610)	157,750
Tax expense for the year	<u>3,461,578</u>	<u>3,757,869</u>

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19. TAXATION (CONT'D.)

A reconciliation of income tax expense applicable to profit before taxation at the statutory income tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:

	Company	
	2025	2024
	RM	RM
Profit before taxation	<u>5,082,856</u>	<u>16,198,287</u>
Taxation at Malaysian statutory tax rate of 24%	1,219,885	3,887,589
Income not subject to tax	(2,849,238)	(2,411,657)
Expenses not deductible for tax purposes	755,017	1,866,703
Deferred tax assets recognised on unabsorbed CA	-	257,484
Deferred tax assets not recognised	7,321,524	-
(Over)/under provision of deferred tax in prior years	<u>(2,985,610)</u>	<u>157,750</u>
Tax expense for the year	<u>3,461,578</u>	<u>3,757,869</u>

20. EARNINGS PER ORDINARY SHARE

Basic and diluted earnings per share are calculated by dividing the profit for the financial year attributable to ordinary equity holders of the Group by the weighted average number of ordinary shares in issue during the financial year.

	2025	2024
	RM	RM
Profit attributable to ordinary equity holders	<u>1,622,147</u>	<u>12,421,055</u>
	2025	2024
	Units	Units
Weighted average number of ordinary shares in issue at 31 December	<u>100,000,000</u>	<u>100,000,000</u>

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20. EARNINGS PER ORDINARY SHARE (CONT'D.)

	2025	2024
	sen	sen
Basic and diluted earnings per share	<u>1.6</u>	<u>12.4</u>

There have been no other transaction involving ordinary shares between the reporting date and the authorisation date of the financial statements.

21. OPERATING LEASE ARRANGEMENTS

The Group and the Company as lessee

The Group and the Company have entered into non-cancellable operating lease arrangements for the use of certain office premises. Certain contracts in these leases carry renewal options in the contracts. These contracts include fixed rentals over the tenure of the lease period.

The Group and the Company also lease office equipment under non-cancellable operating lease agreements with an automatic yearly renewal option unless a written termination notice is served by either party.

The future aggregate minimum lease payments under non-cancellable operating leases contracted for as at reporting date but not recognised as liabilities are as follows:

	Company	
	2025	2024
	RM	RM
Not later than 1 year	61,726	121,940
Later than 1 year and not later than 5 years	<u>78,454</u>	<u>79,354</u>
	<u>140,180</u>	<u>201,294</u>

From 1 January 2019, given the adoption of MFRS 16 *Leases*, the Group and the Company have recognised right-of-use assets for office rental, except for short term and low-value leases which remains as operating lease.

Expenses incurred in relation to operating leases are disclosed in Note 18.

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22. RELATED PARTY DISCLOSURES

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

<u>Name</u>	<u>Relationship</u>
State Government of Sabah	Shareholder
Sabah Development Bank Berhad	Other related company
Sabah State Government-Linked Companies/Entities	Other related companies/entities

The transactions between the Group and the Company and its related parties were based on normal commercial terms and conditions and made on terms equivalent to those that prevail in arm's length transactions.

- (a) The Group and the Company had the following significant transactions with related parties during the year:

	Company	
	2025	2024
	RM	RM
Distribution income from wholesale unit trust funds	<u>6,008,556</u>	<u>5,484,640</u>
Gross premiums	26,023,232	7,905,856
Gross claims paid	(3,263,334)	(1,840,763)
Commission expenses	<u>(26,205)</u>	<u>(29,206)</u>

- (b) Included in the statements of financial position of the Group and of the Company are outstanding balances with related parties as at 31 December:

Outstanding premiums	<u>571,629</u>	<u>614,030</u>
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22. RELATED PARTY DISCLOSURES (CONT'D.)

- (c) Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company. The key management of the Group and of the Company include the Directors and Chief Executive Officer of the Company. The remuneration of key management is disclosed in Note 18(a) and 18(b).

23. CAPITAL COMMITMENTS

	Group/Company	
	2025	2024
	RM	RM
Authorised but not contracted for - property and equipment	<u>12,828,996</u>	<u>14,409,500</u>

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24. RISK MANAGEMENT FRAMEWORK

Risk management forms an integral part of the Group's and of the Company's core business processes and the Board, with the assistance of the management, had implemented risk management processes within the Group and the Company that set out the overall business strategies and the general risk management philosophy. The Group and the Company are exposed to operational, financial and general risks.

Investments in subsidiaries (wholesale unit trust funds) are exposed to a variety of risks which include market risk, credit risk, liquidity risk and capital risk.

Financial risk management relating to wholesale unit trust funds is carried out through internal control processes adopted by the fund manager and adherence to the investment restrictions as stipulated by the Securities Commission's Guidelines on Unlisted Capital Market Products under the Lodge and Launch Framework and the Trust Deeds.

The risk management infrastructure of the Group and of the Company set out clear accountability and responsibility for the risk management processes which underlines the oversight, principal risk management and control responsibilities:

Processes	Parties Responsible
Approval of risk management policies, risk appetite and risk tolerance	Board of Directors - Board Risk Management Committee ("BRMC")
Formulate and implement risk methodology structure, policies, risk appetite, risk tolerance, risk monitoring and review	Risk Management Function
Implementation and compliance with risk management policies and procedures	All Business Units / Functions

The formalised risk management framework of the Group and of the Company are as follows:

The Board of Directors are responsible for the Group's and the Company's risk appetite/risk tolerance, capital management framework and risk management policies.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

The BRMC was established to provide oversight on the risk management initiatives and drive the risk management processes in identifying principal business risks and the implementation of appropriate systems to manage these risks.

Risk Management Function, headed by Chief Risk Officer, is responsible to drive key risk management activities and communicate with the senior management and BRMC on material risks (present and emerging) in terms of likelihood of exposures, the impact on the Group's and the Company's business and the management action plans to manage and mitigate these risks on a continuing basis.

The risk management policies are subject to be reviewed regularly to ensure that they remain relevant and effective in managing the associated risks due to changes in the market and regulatory environments.

The Business Units are responsible for identifying, mitigating and managing risks within their respective lines of business and ensuring that their day-to-day business activities are carried out in accordance with the established risk management policies, procedures and limits.

Capital Management Plan

The Group's and the Company's Capital Management Plan ("CMP") is in compliance with the Guidelines on Internal Capital Adequacy Assessment Processes ("ICAAP") issued by BNM for Insurers.

Under the ICAAP Guidelines, there are six (6) key elements as tabulated below:

- Board and Senior Management Oversight
- Comprehensive Risk Assessment
- Individual Target Capital Level ("ITCL")
- Stress Testing
- Sound Capital Management
- Monitoring, Reporting and Review of ICAAP

The objective of the CMP is to optimise the efficiency and effective use of resources in order to maximise the returns and provide an appropriate level of capital protection to policyholders. The possible sources of vulnerabilities that can impact directly or indirectly on the operations and financial resilience of the Group and of the Company while complying with rules and regulations issued by the relevant authorities are taken into account.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Capital Management Plan (Cont'd.)

The management of capital is guided by the CMP which is driven by the Group's and the Company's business strategies and plans and organisational requisites which take into account the business and regulatory environment in which the Group and the Company operate.

The CMP takes into account how adverse scenarios are likely to affect the Group's and the Company's risk management activities and sets out thresholds that act as triggers for corrective actions. The intensity of corrective actions increases depending on which threshold level is breached. The CMP ensures that an appropriate level of capital is maintained at all times.

Disclosure of the Company's compliance with the RBC Framework and the regulatory capital requirements are disclosed in Note 2.1 and 27 respectively.

Stress Testing

The Board and Management recognise stress testing as an effective risk management tool to identify potential threats due to exceptional but adverse plausible events.

The stress testing process has been designed to suit the Group's and the Company's business environment and risk profile and is commensurate with the nature, complexity and sophistication of its business activities. Assumptions underlying the stress tests are consistent with the results of the comprehensive risk assessment to ensure that they are realistic. Challenging scenarios are incorporated into the stress testing exercise and will be continuously reviewed with the changing business environment. The stress testing process helps determine the extent by which capital may be eroded from exceptional but adverse plausible events.

The Board and Management participate actively in providing feedback and participating in the discussions on the methodology, assumptions and results of each stress testing exercise.

The Group's and the Company's stress testing process complies with the Guidelines of Stress Testing for Insurers issued by BNM. The results of the stress tests are submitted to BNM on a half yearly basis.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Stress Testing (Cont'd.)

The stress test results together with the counter measures taken are tabled for the Board's deliberation and recommendation prior to submission to BNM.

Insurance risk

The Group and the Company underwrite various classes of general insurance contracts. The major classes of insurance business written are Fire, Motor, Marine, Bond and Engineering, Workmen's Compensation and Liabilities, Personal Accident and other Miscellaneous classes.

Insurance risk comprises both actuarial and underwriting risks resulting from pricing and acceptance processes and the inherent uncertainty regarding the occurrence, amount and timing of insurance liabilities. Insurance contracts transfer risks of the policyholders by indemnifying them against adverse effects arising from the occurrence of specified uncertain future events. The principal risk of the Group and of the Company under insurance contracts is that the actual claims and benefits payment differ from expectations and assumptions used in product pricing, risks that arise from fluctuations in timing, frequency and severity of claims as well as the adequacy of insurance liability reserves.

The Group and the Company are also exposed to risks arising from climate changes, natural disasters and terrorism activities. There is also inflation risk for longer tailed exposures that take some years to settle. The Group and the Company work closely with reinsurance brokers and reinsurers and have in place a prudent underwriting process. In addition, the Group's and the Company's reinsurance structure, strategies and policies are reviewed annually by management and approved by the Board. Reinsurance structures are designed based on the type of risks and catastrophe cover is obtained to mitigate catastrophic exposures.

Only reinsurers with a minimum rating of A are considered and the Group and the Company limit risks to any one reinsurer by ceding different products to different parties on the approved panel of reinsurers. In those exceptional cases where reinsurers with ratings lower than A are considered, a simultaneous payment clause is introduced in the policy to mitigate the risk of default and concentration of exposure.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Insurance risk (Cont'd.)

Risks under general insurance policies usually cover a twelve-month duration with the exception of marine cargo which covers the duration of the voyage and some non-annual policies such as bond and engineering, workmen's compensation, etc., with a cover period of more than one year. The risk inherent in general insurance contracts is reflected in the insurance and reinsurance contract liabilities. The accounting policy for insurance and reinsurance contract liabilities are as disclosed in Note 2.2(o).

The Group's and the Company's objectives of managing insurance risk are to improve the long-term financial performance of the business and to achieve sustainable growth in profitability, strong asset quality and to continually optimise shareholders' value.

The Group's and the Company's underwriting strategy is to ensure that the risks underwritten are well diversified across the classes of insurance business and geographical areas. The variability of risks is managed by the selection and implementation of underwriting guidelines, which are designed to ensure that risks are diversified in terms of type of risks and level of insured benefits.

The Group and the Company adopt the following measures to manage its insurance risks:

- (i) The Group and the Company adopt an underwriting policy that aims to take advantage of its competitive strengths while avoiding risks with disruptive volatility to ensure underwriting profitability. Acceptance of risk is guided by a set of underwriting guidelines with set limits on the type of risks underwritten, underwriting capacity and authority of individuals to underwrite risks based on their specific expertise.
- (ii) The Group and the Company have in place a claims management and control system to pay claims and to detect claims overpayment or fraud. The Group and the Company have claims review policies to assess new and ongoing claims. Review of claims handling procedures and investigation of possible fraudulent claims are put in place to reduce the risk exposure of the Group and of the Company. The Group and the Company further enforce a policy of actively managing and promptly pursuing claims, in order to reduce its exposure to unpredictable future developments that may negatively impact the business. Inflation risk is mitigated by taking anticipated inflation into account when estimating insurance contract liabilities.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Insurance risk (Cont'd.)

- (iii) The Group and the Company purchase reinsurance protection as part of its risks mitigation programme. The objective of purchasing reinsurance is to provide capacity for the Group and the Company while protecting their financial position and optimising the Group's and the Company's capital efficiency. Reinsurance is ceded on a facultative, quota share, surplus share and non-proportional basis. The Group's and the Company's placement of reinsurance is diversified such that it is neither dependent on a single reinsurer nor are the operations of the Group and of the Company substantially dependent upon any single reinsurance contract.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Insurance risk (Cont'd.)

The table below shows the concentration of risks in the Group's and the Company's insurance revenue by class of business.

	Group/Company			
	2025		2024	
	RM'000	%	RM'000	%
Fire	27,001	18.3%	29,785	19.2%
MAT (Aviation, Cargo and Hull)	9,011	6.1%	19,940	12.9%
Motor	29,894	20.3%	19,327	12.5%
Engineering	31,980	21.7%	48,312	31.1%
Others	49,660	33.6%	37,795	24.3%
	<u>147,546</u>	<u>100.0%</u>	<u>155,159</u>	<u>100.0%</u>

Key assumptions

The principal assumption underlying the estimation of insurance contract liabilities is that the Group's and the Company's future claims development will follow a similar pattern to past claims experience. This includes assumptions in respect of average claims costs, claims handling costs and historical claims development trend. Qualitative judgements are used to assess the extent to which past trends may not apply in the future, for example, one-off occurrence as well as internal factors such as portfolio mix, policy conditions and claims handling procedures, legislative changes, judicial decisions and economic conditions. The actual claim and premium liabilities are unlikely to develop exactly as projected and may vary from initial estimates.

Sensitivities

The Group and the Company engaged an independent actuarial firm to run a sensitivity analysis of the liabilities and comparison of past valuation results. An analysis of sensitivity around various scenarios provides an indication of the adequacy of the Group's and of the Company's estimation process in respect of its insurance contract liabilities. The table presented below demonstrates the sensitivity of the insurance contract liabilities to a change in the assumptions used in the estimation process.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Sensitivities (Cont'd.)

The analysis below is performed for a change in one variable with all other variables remaining constant and ignores the values of the related assets, showing the impact on gross and net liabilities, profit before tax and equity. The variables include Resultant Ultimate Loss Ratio ("ULR"), risk adjustment and expense ratio. The impact on the Group's and the Company's claim liabilities arising from changes in key variables as well as the corresponding impact on profit before tax and equity are shown in the table below.

Group/Company	Change in assumptions	Impact on gross liabilities RM'000	Impact on net liabilities RM'000	Impact on profit before tax RM'000	Impact on equity* RM'000
← Increase / (Decrease) →					
31 December 2025					
ULR	+10%	70,400	33,264	(33,264)	(25,281)
Risk adjustment	+10%	3,953	1,357	(1,357)	(1,031)
Expense ratio	+10%	1,583	1,571	(1,571)	(1,194)
31 December 2025					
ULR	-10%	(31,238)	(14,812)	14,812	11,257
Risk adjustment	-10%	(3,953)	(1,357)	1,357	1,031
Expense ratio	-10%	(1,583)	(1,571)	1,571	1,194
31 December 2024					
ULR	+10%	56,580	30,175	(30,175)	(22,933)
Risk adjustment	+10%	2,287	1,065	(1,065)	(809)
Expense ratio	+10%	1,354	1,343	(1,343)	(1,021)
31 December 2024					
ULR	-10%	(19,698)	(11,646)	11,646	8,851
Risk adjustment	-10%	(2,287)	(1,065)	1,065	809
Expense ratio	-10%	(1,354)	(1,343)	1,343	1,021

*The effect on equity is shown net of tax.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Claims development table

The following tables show the estimate of cumulative incurred claims, including both claims notified and reserving for each successive accident period at reporting date, together with cumulative payments to-date.

In setting provisions for claims, the Group and the Company give consideration to the probability and magnitude of future experience being more adverse than assumed and exercises a degree of caution in setting reserves when there is considerable uncertainty. In general, the uncertainty associated with the ultimate claims experience in an accident period is greater when the accident period is at an early stage of development and the margin necessary to provide the necessary confidence in adequacy of provision is relatively at its highest. As claims develop and the ultimate cost of claims becomes more certain, the relative level of margin maintained should decrease.

The Group and the Company believe that the estimated claim liabilities as at reporting date are adequate. However, due to the inherent uncertainties in the reserving process, it cannot be fully assured that such balances will ultimately prove to be adequate.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

2025 Claims development table - Group and Company

Analysis of Claims Development - Gross of Reinsurance (RM'000)

Total Gross Business Within Malaysia

Total Gross Business Within Malaysia									
	← Accident Year →								
	2018	2019	2020	2021	2022	2023	2024	2025	Total
Ultimate Claims Incurred									
At end of accident year				76,188	55,427	61,304	75,475	200,879	
One year later			71,960	79,361	54,008	59,898	56,814		
Two years later		59,134	64,335	68,078	55,069	51,382			
Three years later	57,846	56,664	65,682	63,273	49,744				
Four years later	58,498	59,279	58,153	57,605					
Five years later	58,861	54,999	58,241						
Six years later	56,041	52,087							
Seven years later	56,713								
Current estimate of cumulative claims incurred	56,713	52,087	58,241	57,605	49,744	51,382	56,814	200,879	583,465
Cumulative Claims Paid									
At end of accident year	23,017	16,140	13,609	11,225	14,421	10,670	14,362	27,088	
One year later	39,600	31,596	29,780	33,021	29,447	24,414	24,972		
Two years later	44,611	41,615	37,975	40,772	34,105	34,279			
Three years later	46,960	45,796	47,793	44,292	37,755				
Four years later	51,822	49,244	49,103	46,240					
Five years later	52,164	50,188	50,861						
Six years later	52,881	50,453							
Seven years later	52,995								
Cumulative payments to date	52,995	50,453	50,861	46,240	37,755	34,279	24,972	27,088	324,643
Direct, Facultative Inwards & Treaty Inwards	3,718	1,634	7,380	11,365	11,989	17,103	31,842	173,791	258,822
						Claim handling expenses			5,033
						Effect of discounting			(12,156)
						Risk adjustment			32,903
						Gross liabilities			284,602
						MMIP			8,651
						Gross liabilities for incurred claims			293,253

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

2025 Claims development table - Group and Company (Cont'd.)

Analysis of Claims Development - Net of Reinsurance (RM'000)

Total Net Business Within Malaysia

	← Accident Year →								
	2018	2019	2020	2021	2022	2023	2024	2025	Total
Ultimate Claims Incurred									
At end of accident year					29,687	33,670	34,973	46,719	
One year later				27,401	30,698	31,033	31,102		
Two years later			27,865	25,445	29,838	29,224			
Three years later		33,293	28,710	23,772	28,336				
Four years later	39,125	33,235	27,573	23,271					
Five years later	39,055	32,767	27,739						
Six years later	37,502	31,159							
Seven years later	37,884								
Current estimate of cumulative claims incurred	37,884	31,159	27,739	23,271	28,336	29,224	31,102	46,719	255,434
Cumulative Claims Paid									
At end of accident year	15,717	11,864	9,944	7,338	10,691	8,843	9,002	10,386	
One year later	28,141	21,924	17,409	16,685	17,479	17,022	16,058		
Two years later	31,743	26,571	21,769	19,246	20,542	20,056			
Three years later	33,464	28,963	22,468	19,858	22,302				
Four years later	35,454	29,339	23,170	20,685					
Five years later	35,599	30,023	23,797						
Six years later	36,014	30,247							
Seven years later	36,070								
Cumulative payments to date	36,070	30,247	23,797	20,685	22,302	20,056	16,058	10,386	179,601
Direct, Facultative Inwards & Treaty Inwards	1,814	912	3,942	2,586	6,034	9,168	15,044	36,333	75,833
						Claim handling expenses			5,031
						Effect of discounting			(4,453)
						Risk adjustment			8,597
						Net liabilities			85,008
						MMIP			8,513
						Net liabilities for incurred claims			93,521

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

2024 Claims development table - Group and Company

Analysis of Claims Development - Gross of Reinsurance (RM'000)

Total Gross Business Within Malaysia

	← Accident Year →								
	2017	2018	2019	2020	2021	2022	2023	2024	Total
Ultimate Claims Incurred									
At end of accident year					76,188	55,427	61,304	75,475	
One year later				71,960	79,361	54,008	59,898		
Two years later			59,134	64,335	68,078	55,069			
Three years later		57,846	56,664	65,682	63,273				
Four years later	64,274	58,498	59,279	58,153					
Five years later	63,920	58,861	54,999						
Six years later	60,448	56,041							
Seven years later	59,890								
Current estimate of cumulative claims incurred	59,890	56,041	54,999	58,153	63,273	55,069	59,898	75,475	482,798
Cumulative Claims Paid									
At end of accident year	23,905	23,017	16,140	13,609	11,225	14,421	10,670	14,362	
One year later	49,082	39,600	31,596	29,780	33,021	29,447	24,414		
Two years later	54,132	44,611	41,615	37,975	40,772	34,105			
Three years later	56,596	46,960	45,796	47,793	44,292				
Four years later	56,611	51,822	49,244	49,103					
Five years later	57,332	52,164	50,188						
Six years later	57,919	52,881							
Seven years later	58,736								
Cumulative payments to date	58,736	52,881	50,188	49,103	44,292	34,105	24,414	14,362	328,081
Direct, Facultative Inwards & Treaty Inwards	1,154	3,160	4,811	9,050	18,981	20,964	35,484	61,113	154,717
						Claim handling expenses			3,503
						Effect of discounting			(7,475)
						Risk adjustment			17,719
						Gross liabilities			168,464
						MMIP			9,893
						Gross liabilities for incurred claims			178,357

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

2024 Claims development table - Group and Company (Cont'd.)

Analysis of Claims Development - Net of Reinsurance (RM'000)

Total Net Business Within Malaysia

	← Accident Year →								
	2017	2018	2019	2020	2021	2022	2023	2024	Total
Ultimate Claims Incurred									
At end of accident year					27,573	29,687	33,670	34,973	
One year later				27,272	27,401	30,698	31,033		
Two years later			33,931	27,865	25,445	29,838			
Three years later		38,978	33,293	28,710	23,772				
Four years later	37,891	39,125	33,235	27,573					
Five years later	37,527	39,055	32,767						
Six years later	37,119	37,502							
Seven years later	36,902								
Current estimate of cumulative claims incurred	36,902	37,502	32,767	27,573	23,772	29,838	31,033	34,973	254,360
Cumulative Claims Paid									
At end of accident year	15,092	15,717	11,864	9,944	7,338	10,691	8,843	9,002	
One year later	29,274	28,141	21,924	17,409	16,685	17,479	17,022		
Two years later	32,707	31,743	26,571	21,769	19,246	20,542			
Three years later	34,745	33,464	28,963	22,468	19,858				
Four years later	34,851	35,454	29,339	23,170					
Five years later	35,311	35,599	30,023						
Six years later	35,782	36,014							
Seven years later	36,343								
Cumulative payments to date	36,343	36,014	30,023	23,170	19,858	20,542	17,022	9,002	191,974
Direct, Facultative Inwards & Treaty Inwards	559	1,488	2,744	4,403	3,914	9,296	14,011	25,971	62,386
						Claim handling expenses			3,503
						Effect of discounting			(2,933)
						Risk adjustment			7,225
						Net liabilities			70,181
						MMIP			9,771
						Net liabilities for incurred claims			79,952

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks

The Group and the Company are exposed to a variety of financial risks that includes credit risk, liquidity risk, market risk and operational risk that arise in the normal course of business. The Group's and the Company's overall financial risk management objective is to ensure that the Group and the Company create value for its shareholders whilst minimising potential exposures to adverse effects on their financial performance and positions.

The Group and the Company are guided by financial risk management policies and guidelines which set out the overall business strategies and the general risk management philosophy and processes. The Group and the Company have established internal processes to monitor the risks on an ongoing basis and support the development of the Group's and of the Company's business.

(i) Credit risk

Credit risk is the potential financial loss resulting from the failure of counterparties such as customers, intermediaries or counterparties to settle its financial and contractual obligations to the Group and the Company as and when they fall due.

The Group's and the Company's primary exposure to credit risk arises through its investment in fixed income securities, receivables arising from sales of insurance policies and obligations of reinsurers through reinsurance contracts. The Group and the Company have put in place investment guidelines and credit policies as part of its overall credit risk management framework. The Group and the Company manage individual exposures as well as concentration of credit risks. At the end of the reporting period, there were no significant concentration of credit risks.

Evaluation of an issuer's credit risk is undertaken by the Finance Department. The Group and the Company use the ratings assigned by external rating agencies to assess an issuer's credit risk. Monitoring of credit and concentration risk is carried out by the Finance Department which reports to the Investment Management Committee and the Board of Directors.

Cash and deposits are generally placed with financial institutions, licensed under the Financial Services Act 2013, which are regulated by BNM.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(i) Credit risk (Cont'd.)

Receivables arising from insurance and reinsurance contracts are monitored by the Credit Control Unit within the Finance Department to ensure adherence to the Group's and the Company's credit policy. As part of the overall risk management strategy, the Group and the Company cede insurance risk through facultative, quota share, surplus share and non-proportional treaty reinsurance arrangements to mitigate concentration and overexposure of risks. The Group and the Company introduced the simultaneous payment clause in the policy when the proportion of any one or more foreign reinsurers' share of participation is deemed significant.

The Group and the Company monitor the credit quality and financial conditions of their reinsurers on an ongoing basis and reviews its reinsurance arrangements periodically. When selecting its reinsurers, the Group and the Company consider their relative financial security and rating and mitigates concentration of risk by having a panel of reinsurers. The security of the reinsurer is assessed based on public rating information and annual reports.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(i) Credit risk (Cont'd.)

The following table shows the financial and insurance assets of the Group and of the Company by their credit rating:

Group	AAA RM	AA RM	A RM	Malaysian Licensed Financial Institutions/ Insurers RM	Not-rated RM	Not Subject to Credit risk RM	Total RM
31 December 2025							
Financial assets at FVTPL	62,921,459	92,497,150	13,789,995	-	9,003,612	154,300,551	332,512,767
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	-	-	-	-	1,940,204	-	1,940,204
Fixed and call deposits	-	-	-	45,027,559	35,000,000	-	80,027,559
Cash and bank balances, excluding petty cash	-	-	-	23,266,832	-	-	23,266,832
	62,921,459	92,497,150	13,789,995	68,294,391	45,943,816	154,300,551	437,747,362

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(i) Credit risk (Cont'd.)

The following table shows the financial and insurance assets of the Group and of the Company by their credit rating: (Cont'd.)

Group	AAA RM	AA RM	A RM	Malaysian Licensed Financial Institutions/ Insurers RM	Not-rated RM	Not Subject to Credit risk RM	Total RM
31 December 2024							
Financial assets at FVTPL	59,185,835	84,856,437	8,665,771	-	8,857,889	151,308,939	312,874,871
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	-	-	-	-	848,105	-	848,105
Fixed and call deposits	-	-	-	33,182,642	35,000,000	-	68,182,642
Cash and bank balances, excluding petty cash	-	-	-	20,723,685	-	-	20,723,685
	<u>59,185,835</u>	<u>84,856,437</u>	<u>8,665,771</u>	<u>53,906,327</u>	<u>44,705,994</u>	<u>151,308,939</u>	<u>402,629,303</u>

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(i) Credit risk (Cont'd.)

The following table shows the financial and insurance assets of the Group and of the Company by their credit rating: (Cont'd.)

Company	AAA RM	AA RM	A RM	Malaysian Licensed Financial Institutions/ Insurers RM	Not-rated RM	Not Subject to Credit risk RM	Total RM
31 December 2025							
Financial assets at FVTPL	-	-	-	-	-	334,260,583	334,260,583
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	-	-	-	-	1,064,216	-	1,064,216
Fixed and call deposits	-	-	-	38,460,481	35,000,000	-	73,460,481
Cash and bank balances, excluding petty cash	-	-	-	22,855,092	-	-	22,855,092
	-	-	-	61,315,573	36,064,216	334,260,583	431,640,372

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(i) Credit risk (Cont'd.)

The following table shows the financial and insurance assets of the Group and of the Company by their credit rating: (Cont'd.)

Company	AAA RM	AA RM	A RM	Malaysian Licensed Financial Institutions/ Insurers RM	Not-rated RM	Not Subject to Credit risk RM	Total RM
31 December 2024							
Financial assets at FVTPL	-	-	-	-	-	323,193,790	323,193,790
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	-	-	-	-	846,857	-	846,857
Fixed and call deposits	-	-	-	18,098,221	35,000,000	-	53,098,221
Cash and bank balances, excluding petty cash	-	-	-	20,497,410	-	-	20,497,410
	-	-	-	38,595,631	35,846,857	323,193,790	397,636,278

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(i) Credit risk (Cont'd.)

Credit exposure by credit quality

The table below provides information regarding the credit risk exposure of the Group and of the Company by classifying financial and insurance assets according to the credit ratings of counterparties.

Group	Investment grade RM	Not-rated RM	Not Subject to Credit risk RM	Total RM
31 December 2025				
Financial assets at FVTPL	169,208,604	9,003,612	154,300,551	332,512,767
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	-	1,940,204	-	1,940,204
Fixed and call deposits	45,027,559	35,000,000	-	80,027,559
Cash and bank balances, excluding petty cash	23,266,832	-	-	23,266,832
	<u>237,502,995</u>	<u>45,943,816</u>	<u>154,300,551</u>	<u>437,747,362</u>
31 December 2024				
Financial assets at FVTPL	152,708,043	8,857,889	151,308,939	312,874,871
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	-	848,105	-	848,105
Fixed and call deposits	33,182,642	35,000,000	-	68,182,642
Cash and bank balances, excluding petty cash	20,723,685	-	-	20,723,685
	<u>206,614,370</u>	<u>44,705,994</u>	<u>151,308,939</u>	<u>402,629,303</u>

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(i) Credit risk (Cont'd.)

Credit exposure by credit quality (Cont'd.)

The table below provides information regarding the credit risk exposure of the Group and of the Company by classifying financial and insurance assets according to the credit ratings of counterparties.

Company	Investment grade RM	Not-rated RM	Not Subject to Credit risk RM	Total RM
31 December 2025				
Financial assets at FVTPL	-	-	334,260,583	334,260,583
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	-	1,064,216	-	1,064,216
Fixed and call deposits	38,460,481	35,000,000	-	73,460,481
Cash and bank balances, excluding petty cash	22,855,092	-	-	22,855,092
	<u>61,315,573</u>	<u>36,064,216</u>	<u>334,260,583</u>	<u>431,640,372</u>
31 December 2024				
Financial assets at FVTPL	-	-	323,193,790	323,193,790
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	-	846,857	-	846,857
Fixed and call deposits	18,098,221	35,000,000	-	53,098,221
Cash and bank balances, excluding petty cash	20,497,410	-	-	20,497,410
	<u>38,595,631</u>	<u>35,846,857</u>	<u>323,193,790</u>	<u>397,636,278</u>

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(ii) Liquidity risk

Liquidity risk is the risk that the Group and the Company may not have sufficient liquid financial resources to meet their obligations when they fall due or any sudden or unplanned increases in demand for payment. In respect of catastrophic events, there is also a liquidity risk associated with the timing of recoveries between gross cash outflows and expected reinsurance recoveries. As part of the Group's and of the Company's policy on liquidity management, sufficient levels of financial resources are maintained to meet expected liquidity needs under normal and stressful conditions.

The following policies and procedures are in place to mitigate the Group's and the Company's exposure to liquidity risk:

The Group and the Company have established a Group and a Company-wide liquidity risk management policy setting out the assessment and determination of what constitutes liquidity risk. Compliance with the policy is monitored and reported monthly and exposures and breaches are reported to the Management as soon as possible. The Investment Committee, assisted by Management, are responsible for liquidity management based on guidelines approved by the Board.

There are guidelines on asset allocations, portfolio limit structures and maturity profiles of assets in order to ensure sufficient funding is available to meet insurance and investment contract obligations. As part of its liquidity management, the Group and the Company maintain sufficient levels of cash and cash equivalents to meet expected and unexpected payments and funding needs. In the event that there are unexpected outflows beyond the normal and stressful conditions, the Group and Company can still uplift the cash and fixed deposits to meet the funding needs.

The Group's and the Company's treaty reinsurance contracts contain a "cash call" clause permitting the Group and the Company to make cash calls on claims and receive immediate payment for large losses without waiting for the usual periodic payment procedures that will mitigate and ease the funding needs for payment of large claims.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(ii) Liquidity risk (Cont'd.)

Maturity profiles

The table below summarises the maturity profile of the financial/insurance assets and liabilities of the Group and of the Company based on remaining undiscounted contractual obligations, including interest/profit payable and receivable.

The maturity groupings for HTM and FVTPL financial assets which are debt instruments follow the maturity date of the instruments.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(ii) Liquidity risk (Cont'd.)

Maturity profiles (Cont'd.)

The following table presents the maturity profiles of insurance and reinsurance contract liabilities, reflecting estimates of the present value of future cash flows expected to be paid out in the periods presented. Additionally, it outlines the maturity profiles of financial assets and liabilities of the Group and of the Company, based on remaining undiscounted contractual obligations, including interest payable and receivable.

Group	Maturity Period						No maturity RM	Total RM
	Carrying value RM	Up to a year RM	1 - 3 years RM	3 - 5 years RM	5 - 15 years RM	Over 15 years RM		
31 December 2025								
Financial assets at FVTPL	332,512,767	9,338,750	25,917,450	20,326,175	76,571,125	134,192,200	154,300,551	420,646,251
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	1,940,204	1,940,204	-	-	-	-	-	1,940,204
Fixed and call deposits	80,027,559	80,027,559	-	-	-	-	-	80,027,559
Cash and bank balances, excluding petty cash	23,273,840	23,273,840	-	-	-	-	-	23,273,840
Total assets	437,754,370	114,580,353	25,917,450	20,326,175	76,571,125	134,192,200	154,300,551	525,887,854
Insurance contract liabilities	334,971,277	84,529,396	176,693,254	-	-	-	-	261,222,650
Reinsurance contract liabilities	5,324,542	5,701,236	-	-	-	-	-	5,701,236
Other financial liabilities	29,238,666	22,123,119	6,054,126	832,704	-	-	-	29,009,949
Other payables	19,894,657	19,894,657	-	-	-	-	-	19,894,657
Total liabilities	389,429,142	132,248,408	182,747,380	832,704	-	-	-	315,828,492

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(ii) Liquidity risk (Cont'd.)

Maturity profiles (Cont'd.)

The following table presents the maturity profiles of insurance and reinsurance contract liabilities, reflecting estimates of the present value of future cash flows expected to be paid out in the periods presented. Additionally, it outlines the maturity profiles of financial assets and liabilities of the Group and of the Company, based on remaining undiscounted contractual obligations, including interest payable and receivable. (Cont'd.)

Group	Carrying value RM	Maturity Period					No maturity RM	Total RM
		Up to a year RM	1 - 3 years RM	3 - 5 years RM	5 - 15 years RM	Over 15 years RM		
31 December 2024								
Financial assets at FVTPL	312,874,871	-	6,738,800	15,335,075	100,481,400	99,503,575	151,308,939	373,367,789
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	848,105	848,105	-	-	-	-	-	848,105
Fixed and call deposits	68,182,642	68,182,642	-	-	-	-	-	68,182,642
Cash and bank balances, excluding petty cash	20,723,685	20,723,685	-	-	-	-	-	20,723,685
Total assets	402,629,303	89,754,432	6,738,800	15,335,075	100,481,400	99,503,575	151,308,939	463,122,221
Insurance contract liabilities	201,656,966	57,173,997	68,427,348	27,447,952	-	-	-	153,049,297
Reinsurance contract liabilities	8,839,452	13,542,662	-	-	-	-	-	13,542,662
Other financial liabilities	29,591,553	22,032,665	6,484,294	1,066,841	7,753	-	-	29,591,553
Other payables	11,074,973	11,074,973	-	-	-	-	-	11,074,973
Total liabilities	251,162,944	103,824,297	74,911,642	28,514,793	7,753	-	-	207,258,485

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(ii) Liquidity risk (Cont'd.)

Maturity profiles (Cont'd.)

The following table presents the maturity profiles of insurance and reinsurance contract liabilities, reflecting estimates of the present value of future cash flows expected to be paid out in the periods presented. Additionally, it outlines the maturity profiles of financial assets and liabilities of the Group and of the Company, based on remaining undiscounted contractual obligations, including interest payable and receivable. (Cont'd.)

Company	Maturity Period						No maturity RM	Total RM
	Carrying value RM	Up to a year RM	1 - 3 years RM	3 - 5 years RM	5 - 15 years RM	Over 15 years RM		
31 December 2025								
Financial assets at FVTPL	334,260,583	-	-	-	-	-	334,260,583	334,260,583
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	1,064,216	1,064,216	-	-	-	-	-	1,064,216
Fixed and call deposits	73,460,481	73,460,481	-	-	-	-	-	73,460,481
Cash and bank balances, excluding petty cash	22,862,100	22,862,100	-	-	-	-	-	22,862,100
Total assets	431,647,380	97,386,797	-	-	-	-	334,260,583	431,647,380
Insurance contract liabilities	334,971,277	84,529,396	176,693,254	-	-	-	-	261,222,650
Reinsurance contract liabilities	5,324,542	5,701,236	-	-	-	-	-	5,701,236
Other financial liabilities	29,238,666	22,123,119	6,054,126	832,704	-	-	-	29,009,949
Other payables	18,930,349	18,930,349	-	-	-	-	-	18,930,349
Total liabilities	388,464,834	131,284,100	182,747,380	832,704	-	-	-	314,864,184

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(ii) Liquidity risk (Cont'd.)

Maturity profiles (Cont'd.)

The following table presents the maturity profiles of insurance and reinsurance contract liabilities, reflecting estimates of the present value of future cash flows expected to be paid out in the periods presented. Additionally, it outlines the maturity profiles of financial assets and liabilities of the Group and of the Company, based on remaining undiscounted contractual obligations, including interest payable and receivable. (Cont'd.)

Company	Maturity Period						No maturity RM	Total RM
	Carrying value RM	Up to a year RM	1 - 3 years RM	3 - 5 years RM	5 - 15 years RM	Over 15 years RM		
31 December 2024								
Financial assets at FVTPL	323,193,790	-	-	-	-	-	317,693,789	317,693,789
Loans and other receivables, excluding non-financial assets such as prepayments, deposits, net share of MMIP assets	846,857	846,857	-	-	-	-	-	846,857
Fixed and call deposits	53,098,221	53,098,221	-	-	-	-	-	53,098,221
Cash and bank balances, excluding petty cash	20,497,410	20,497,410	-	-	-	-	-	20,497,410
Total assets	397,636,278	74,442,488	-	-	-	-	317,693,789	392,136,277
Insurance contract liabilities	201,656,966	57,173,997	68,427,348	27,447,952	-	-	-	153,049,297
Reinsurance contract liabilities	8,839,452	13,542,662	-	-	-	-	-	13,542,662
Other financial liabilities	29,591,553	22,032,665	6,484,294	1,066,841	7,753	-	-	29,591,553
Other payables	10,994,098	10,994,098	-	-	-	-	-	10,994,098
Total liabilities	251,082,069	103,743,422	74,911,642	28,514,793	7,753	-	-	207,177,610

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(iii) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprise three types of exposures: foreign exchange rates (currency risk), market interest rates (interest rates/profit yield risk) and market prices (price risk).

The Group and the Company have policies and limits to manage market risk through portfolio diversification and asset allocation. The Group's and the Company's policies on asset allocation, portfolio limit structure and diversification benchmarks have been set in line with the Group's and the Company's investment policy after taking into consideration the requirements of maintenance of liquidity, assets and solvency for RBC purposes. Compliance with the policy is monitored and reported periodically to the Board.

(a) Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group and the Company do not have exposure to foreign currency risk via direct investments. However, foreign currency risk exists in some reinsurance premiums that are paid in foreign currencies. The payment of reinsurance premium in foreign currencies are not hedged as these are paid in USD equivalent based on the prevailing exchange rates at the time of payment.

Due to insignificant exposure to foreign currencies, these currency risk have no significant impact on the statement of financial position and/or the statement of profit or loss of the Group and of the Company.

(b) Interest rate/profit yield risk

Interest rate risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate/profit yield.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(iii) Market risk (Cont'd.)

(b) Interest rate/profit yield risk (Cont'd.)

The Group and the Company are exposed to interest rate risk primarily through investments in fixed income securities. As the wholesale unit trust funds invest mainly in Corporate Debt Securities and Malaysian Government Securities, the net asset value ("NAV") of the funds reported by the Fund Managers would also be sensitive to interest rate movements. The impact of changes in interest rates to the fair value of investments held by the Group and the Company are as shown in the table below.

	Group				
	1.00%	1.25%	1.50%	1.75%	2.00%
Increase in interest rates	RM'000	RM'000	RM'000	RM'000	RM'000
2025					
Decrease in profit and loss after taxation/equity	<u>8,153</u>	<u>10,022</u>	<u>11,833</u>	<u>13,589</u>	<u>15,296</u>
2024					
Decrease in profit and loss after taxation/equity	<u>6,893</u>	<u>8,496</u>	<u>10,055</u>	<u>11,575</u>	<u>13,057</u>

An equivalent decrease in interest rates shown above would result in an equivalent, but opposite impact.

(c) Price risk

Price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate/profit yield risk or currency risk), regardless of whether those changes are caused by factors specific to the individual financial instruments or its issuer or factors affecting similar financial instruments traded in the market.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(iii) Market risk (Cont'd.)

(c) Price risk (Cont'd.)

The Group's and the Company's price risk exposure relates to financial assets and financial liabilities whose values will fluctuate as a result of changes in market prices.

The Group and the Company are exposed to price risk arising from investments in quoted equities and wholesale unit trust funds held by the Group and the Company and in the statements of financial position which are classified as either FVTPL or HTM financial assets.

The analysis below is performed for reasonably possible movements in equity prices and the NAV of unit trust fund prices with all other variables held constant, showing the impact on the profit and loss and to equity.

	Changes in variables	Group/Company			
		2025		2024	
		Impact on profit or loss RM'000	Impact on equity* RM'000	Impact on profit or loss RM'000	Impact on equity* RM'000
Equity prices	+25%	14,964	11,373	15,270	11,605
Equity prices	-25%	(14,964)	(11,373)	(15,270)	(11,605)
NAV of funds ^	+2%	66	50	61	46
NAV of funds ^	-2%	(66)	(50)	(61)	(46)

*Impact on equity is shown net of tax.

^Does not include impact on wholesale unit trust funds as the key risk affecting the value of such funds is interest rate/profit yield risk.

The method used for deriving sensitivity information and significant variables did not change from the previous period.

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24. RISK MANAGEMENT FRAMEWORK (CONT'D.)

Financial risks (Cont'd.)

(iv) Operational risk

Operational risk is the risk of loss arising from inadequate or failed internal processes, people and system or external events. It is inherent in all activities, products and services. Often, operational risks materialise in the form of fraud, physical damage, transaction failures and business disruption. This may result in direct as well as indirect financial losses, for example, loss of business and market share due to reputational damage.

The Group and the Company cannot expect to eliminate all operational risks but mitigates them by maintaining a comprehensive internal control framework and by monitoring and promptly responding to potential risks. Controls include segregation of duties, access controls, multi-level and combination of authorisation, reconciliation procedures, staff training, effective communication and evaluation procedures, including the use of internal audit, compliance and risk management processes. Business risk, such as changes in environment, technology and the industry are monitored through the Group's and the Company's strategic planning and budgeting process.

The Group's and the Company's operational and business units are primarily responsible for the management of day-to-day operational risks inherent in their respective business and functional areas. These units are responsible and have in place policies and operational manuals in place to ensure that activities undertaken comply with the Group's and the Company's operational risk management framework and oversight by the Risk Management Function, BRMC and the Board.

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25. FAIR VALUE ESTIMATION

As at 31 December 2025, the fair value of the Group's financial assets at FVTPL and property and equipment are as follows:

Group	Carrying Value RM	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Property and equipment:					
Freehold office lots	7,337,500	-	-	7,337,500	7,337,500
Long-term leasehold office lots	6,261,333	-	-	6,261,333	6,261,333
	<u>13,598,833</u>	<u>-</u>	<u>-</u>	<u>13,598,833</u>	<u>13,598,833</u>
Financial assets at FVTPL:					
Corporate debt securities	178,212,216	-	178,212,216	-	178,212,216
Fixed income unit trust funds	5,500,000	-	5,500,000	-	5,500,000
Wholesale unit trust funds	85,653,031	85,653,031	-	-	85,653,031
REITs	3,293,167	3,293,167	-	-	3,293,167
Equity securities quoted in Malaysia	59,854,353	59,854,353	-	-	59,854,353
	<u>332,512,767</u>	<u>148,800,551</u>	<u>183,712,216</u>	<u>-</u>	<u>332,512,767</u>

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25. FAIR VALUE ESTIMATION (CONT'D.)

As at 31 December 2025, the fair value of the Company's financial assets at FVTPL and property and equipment are as follows:

Company	Carrying Value RM	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Property and equipment:					
Freehold office lots	7,337,500	-	-	7,337,500	7,337,500
Long-term leasehold office lots	6,261,333	-	-	6,261,333	6,261,333
	<u>13,598,833</u>	<u>-</u>	<u>-</u>	<u>13,598,833</u>	<u>13,598,833</u>
Financial assets at FVTPL:					
Corporate debt securities	1	-	1	-	1
Fixed income unit trust funds	5,500,000	-	5,500,000	-	5,500,000
Wholesale unit trust funds	265,613,062	265,613,062	-	-	265,613,062
REITs	3,293,167	3,293,167	-	-	3,293,167
Equity securities quoted in Malaysia	59,854,353	59,854,353	-	-	59,854,353
	<u>334,260,583</u>	<u>328,760,582</u>	<u>5,500,001</u>	<u>-</u>	<u>334,260,583</u>

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25. FAIR VALUE ESTIMATION (CONT'D.)

As at 31 December 2024, the fair value of the Group's financial assets at FVTPL and property and equipment are as follows:

Group	Carrying Value RM	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Property and equipment:					
Freehold office lots	7,487,500	-	-	7,487,500	7,487,500
Long-term leasehold office lots	6,389,333	-	-	6,389,333	6,389,333
	<u>13,876,833</u>	<u>-</u>	<u>-</u>	<u>13,876,833</u>	<u>13,876,833</u>
Financial assets at FVTPL:					
Corporate debt securities	161,565,932	-	161,565,932	-	161,565,932
Fixed income unit trust funds	5,500,000	-	5,500,000	-	5,500,000
Wholesale unit trust funds	81,659,000	81,659,000	-	-	81,659,000
REITs	3,071,272	3,071,272	-	-	3,071,272
Equity securities quoted in Malaysia	61,078,667	61,078,667	-	-	61,078,667
	<u>312,874,871</u>	<u>145,808,939</u>	<u>167,065,932</u>	<u>-</u>	<u>312,874,871</u>

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25. FAIR VALUE ESTIMATION (CONT'D.)

As at 31 December 2024, the fair value of the Company's financial assets at FVTPL and property and equipment are as follows:

Company	Carrying Value RM	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Property and equipment:					
Freehold office lots	7,487,500	-	-	7,487,500	7,487,500
Long-term leasehold office lots	6,389,333	-	-	6,389,333	6,389,333
	<u>13,876,833</u>	<u>-</u>	<u>-</u>	<u>13,876,833</u>	<u>13,876,833</u>
Financial assets at FVTPL:					
Corporate debt securities	1	-	1	-	1
Fixed income unit trust funds	5,500,000	-	5,500,000	-	5,500,000
Wholesale unit trust funds	253,543,850	253,543,850	-	-	253,543,850
REITs	3,071,272	3,071,272	-	-	3,071,272
Equity securities quoted in Malaysia	61,078,667	61,078,667	-	-	61,078,667
	<u>323,193,790</u>	<u>317,693,789</u>	<u>5,500,001</u>	<u>-</u>	<u>323,193,790</u>

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25. FAIR VALUE ESTIMATION (CONT'D.)

For investments in unit trust funds consisting of Real Estate Investment Trust ("REIT"), fair value is determined by reference to published net asset values, while the fair values of equity securities are obtained from Bursa Malaysia. The fair value of wholesale unit trust funds, REIT and equity securities are regarded as Level 1 as the fair values are derived from prices quoted in an active market.

The fair values of Malaysian Government Securities and corporate debt securities are obtained from Bond Pricing Agency Malaysia ("BPAM"). These financial instruments are regarded as Level 2 as the significant inputs are observable.

For property and equipment, the fair value is obtained from valuations performed by external valuers using the comparison method and are regarded as Level 3 as the significant inputs are not observable.

There were no changes in classification of assets under Level 1 and Level 2 of the fair value hierarchy.

The following financial assets and liabilities are not carried at fair values, but their carrying values approximate fair values as they are short term in nature or the impact of discounting is not material:

- Loans and receivables (that are classified as financial instruments)
- Premium receivables
- Cash and bank balances
- Other financial liabilities
- Premium payables
- Other payables (that are classified as financial instruments)

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26. UPDATE ON THE MALAYSIAN COMPETITION COMMISSION’S (“MYCC”) CASE AGAINST 22 GENERAL INSURERS AND PIAM

On 22 February 2017, the Malaysia Competition Commission (“MyCC”) issued a Proposed Decision against the General Insurance Association of Malaysia (“PIAM”) and its 22 general insurers, including Progressive Insurance Bhd (“the Company”) or an alleged infringement of the Competition Act 2010 (“CA 2010”). The MyCC alleged that PIAM and all 22 general insurers were parties to an anti-competitive agreement to fix the parts trade discount for certain vehicle makes and labour hourly rates for PIAM Approved Repairers Scheme workshops.

PIAM and all the 22 general insurers have filed their respective written representations with the MyCC. The Company, represented by its legal counsel, has filed its written representations with the MyCC on 25 April 2017 and further made oral representations on 14 December 2017 and 17 June 2019 to defend its position, in line with PIAM and other general insurers.

The MyCC has on 25 September 2020 issued their final decision under Section 40 of the CA 2010 (“Final Decision”) and the financial penalty for the Company has been determined. The Company has since filed an appeal against the Final Decision with the Competition Appeal Tribunal (“CAT”) on 14 October 2020 and a stay of the financial penalty was imposed. The Final Decision also sets out a financial penalty levied against the Company in the sum of RM975,829.14.

The CAT on 2 September 2022 unanimously allowed the appeals filed by PIAM and the insurers. The MyCC’s final decision dated 14 September 2020 is thus set aside.

On 6 December 2022, the Company was informed that MyCC has applied to the High Court to obtain leave (permission) to commence judicial review proceedings against the CAT’s decision.

The Company pursued an objection at the ex parte leave stage in the High Court to appear and be heard as putative respondents whose Hearing date has been fixed on 8 May 2023.

On 16 January 2024, the High Court dismissed MyCC’s application for leave to commence judicial review against the CAT’s decision. On 15 February 2024, MyCC filed a Notice of Appeal to the Court of Appeal against the High Court’s decision.

The hearing of the Appeal at the Court of Appeal is set for 30 April 2026. Parties have filed written submissions, with additional submissions (if any) to be filed by 15 April 2026, and the next case management is scheduled on 16 April 2026.

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27. REGULATORY CAPITAL REQUIREMENTS

The Company is required to comply with the mandatory capital requirements prescribed in the RBC Framework issued by BNM. Under the RBC Framework, insurance companies are required to satisfy a minimum capital adequacy ratio of 130%. As at 31 December 2025 and 31 December 2024, the Company has a capital adequacy ratio in excess of the minimum requirement.

The total capital available is measured based on the requirements prescribed under the Framework by BNM and differs from the measurement basis reported in the statutory financial statements prepared in accordance with Malaysian Financial Reporting Standards.

The capital structure of the Company as prescribed under the RBC Framework is provided below:

	2025	2024
	RM	RM
Eligible Tier 1 Capital		
Share capital (paid-up)	100,000,000	100,000,000
Retained earnings*	173,817,342	175,943,438
	<u>273,817,342</u>	<u>275,943,438</u>
Tier 2 Capital		
Eligible reserves*	18,323,634	18,323,634
	<u>18,323,634</u>	<u>18,323,634</u>
Deduction		
Amount deducted from capital	(3,359,440)	(4,981,465)
	<u>(3,359,440)</u>	<u>(4,981,465)</u>
Total capital available	<u>288,781,536</u>	<u>289,285,607</u>

*RM10 million of asset replacement reserve was reclassified from retained earnings to eligible reserves which is in-line with Insurance Companies Statistical System ("ICSS") Guidance Notes Part IV, Section 64, definition of general reserves.