



Insur♥nce Simplified

Tune Protect Group Berhad

Integrated Annual Report 2025



Glossary

Terms	
Bursa Malaysia, Bursa Securities or Bursa	Bursa Malaysia Securities Berhad
Overseas Ventures	Tune Protect Commercial Brokerage LLC and Tune Insurance Public Company Limited
The Board or Board	Board of Directors
The Group	Tune Protect Group Berhad and its subsidiaries
TIH	Tune Ins Holdings Berhad
Tune Protect or The Group and its Overseas Ventures	Tune Protect Group Berhad, its subsidiaries and Overseas Ventures
Tune Protect EMEIA or TPEMEIA	Tune Protect Commercial Brokerage LLC
Tune Protect Group, The Company or TPG	Tune Protect Group Berhad
Tune Protect Malaysia or TPM or TIMB	Tune Insurance Malaysia Berhad
Tune Protect Re or TPR	Tune Protect Re Ltd.
Tune Protect Thailand or TPT	Tune Insurance Public Company Limited
Tune Protect Ventures, TPV or TPL	Tune Protect Ventures Sdn. Bhd.
White Label	White Label Sdn. Bhd.

Terms			
AGM	Annual General Meeting	CRST	Climate Risk Stress Testing
AML	Anti-Money Laundering	CSR	Corporate Social Responsibility
API	Application Programming Interface	CX	Customer Experience
ASEAN	Association of Southeast Asian Nations	DLP	Data Loss Protection
B2B	Business-to-Business	EMEIA	Europe, Middle East, India and Africa
B2B2C	Business-to-Business-to-Consumer	ESG	Environmental, Social and Governance
B2C	Business-to-Consumer	ESOS	Employees' Share Option Scheme
BMLR	Bursa Malaysia Listing Requirement	FTSE4Good	A series of benchmark and tradable indices for ESG investors
BNM	Bank Negara Malaysia	FLO	Fast and Lean Operations
CCPT	Climate Change and Principle-based Taxonomy	FTSE	Financial Times Stock Exchange
CG	Corporate Governance	FY	Financial Year
CGA	Compliance Gap Assessment	FYE	Financial Year End
CoBC	Code of Business Conduct for Third Parties	F4GBM	FTSE4Good Bursa Malaysia
CO ₂	Carbon Dioxide	GHG	Greenhouse Gas
CoC	Code of Conduct	GRI	Global Reporting Initiative
CoG	Corporate Good	GWP	Gross Written Premium
CNPS	Customer Net Promoter Score	HHW	Hot House World
CTR	Compliance Thematic Review	HQ	Headquarters
CRMSA	Climate Risk Management and Scenario Analysis	HR	Human Resources
		IAR	Integrated Annual Report

ICAAP	Internal Capital Adequacy Assessment Process
IFRS	International Financial Reporting Standards
IRC	International Integrated Reporting Council
ILO	International Labour Organization
IR	Investor Relations
ISSB	International Sustainability Standards Board
IT	Information Technology
ITCL	Individual Target Capital Level
JC3	Joint Committee on Climate Change
JPDP	Personal Data Protection Department
KPI	Key Performance Indicator
LLC	Limited Liability Company
LSEG	London Stock Exchange
LTIP	Long Term Incentive Plan
MACC	Malaysian Anti-Corruption Commission
MATTA	Malaysian Association of Tour and Travel Agents
MCCG	Malaysian Code on Corporate Governance
MMLR	Main Market Listing Requirements
MFRS	Malaysian Financial Reporting Standards
MOHA	Ministry of Home Affairs
MSWG	Minority Shareholders Watch Group
MWh	Megawatt hours
NACGSA	National Corporate Governance and Sustainability Award
NGFS	Network for Greening the Financial System
NPS	Net Promoter Score
NSRF	National Sustainability Reporting Framework
OTAs	Online Travel Agencies
PA	Personal Accident
PAT	Profit After Tax
PBT	Profit Before Tax
PDPA	Personal Data Protection Act 2010

PIAM	Persatuan Insurans Am Malaysia
PNPS	Partner Net Promoter Score
RAS	Risk Appetite Statement
RM	Ringgit Malaysia
RMIT	Risk Management in Technology
ROI	Return on Investment
RPA	Robotic Process Automation
RPT	Related Party Transaction
RRPT	Recurrent Related Party Transaction
SC	Securities Commission
SEA	South East Asia
SGP	Share Grant Plan
SME	Small and Medium Enterprise
SS	Sustainability Statement
TAT	Turn Around Time
TCFD	Task Force on Climate-related Financial Disclosures
tCO ₂ e	Tonnes Carbon Dioxide equivalent, metric measure of emissions from all greenhouse gases based on their global-warming potential
THB	Thai Baht
TNPS	Transactional Net Promoter Score
UAE	United Arab Emirates
UDHR	Universal Declaration of Human Rights
UN	United Nations
UNCAC	United Nations Convention against Corruption
UNGC	United Nations Global Compact
UNGPs	United Nations Guiding Principles on Business and Human Rights
UNPRI	United Nations Principles for Responsible Investment
UNSC	United Nations Security Council
UNSDG	United Nations Sustainable Development Goal
UX	User Experience
VM 2026	Visit Malaysia 2026
YoY	Year-on-year

Inside This Report

Welcome to Tune Protect Group’s Integrated Annual Report (“IAR”) 2025, highlighting our performance, priorities and progress over the year.

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This interactive PDF allows you to access information easily, search for a specific item, or navigate between pages, sections and links.

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Inside This Report

COVER RATIONALE

This cover reflects the Group’s “Insurance Simplified” vision by bringing a comprehensive protection and services ecosystem into a single, user-centric digital gateway. The mobile interface anchors key offerings across Travel, Motor, Personal Accident (PA), Home (Fire) and Foreign Worker coverage, while supporting additional income streams beyond traditional insurance.

Set against a transparent globe and global skylines, the design highlights the Group’s strong regional footprint and its evolution into a tech-led partner delivering accessible, relevant solutions across markets.

Strategic Pillars

- Emphasis on Profitable Segment
- To be a Regional Business Player
- Industry Vertical Expertise

Go Paperless With Us!

Access the digital version of this report via our corporate website
<https://www.tuneprotect.com/my/corporate/group/investor-relations/reports-presentations/>
or simply scan the QR code.

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Navigation Icons

This report employs the use of icons to link our strategy and material matters to our activities and outcomes.

F Financial Capital

S Social & Relationship Capital

N Natural Capital

H Human Capital

I Intellectual Capital

M Manufactured Capital

Find more information inside this report

Visit our official website at www.tuneprotect.com

Customers

Regulators and Government Bodies

Shareholders, Investors and Analysts

Employees

Agents and Intermediaries

Local Communities

Media

Business Partners

To enhance visual clarity and presentation, certain images in this report have been digitally enhanced or generated using Artificial Intelligence (AI). These visuals are used for illustrative purposes only and do not affect the accuracy of the information presented.

Basis of This Report

Welcome to Tune Protect Group’s Integrated Annual Report ("IAR") 2025

REPORTING APPROACH

This is Tune Protect Group Berhad's Integrated Annual Report 2025 (“IAR2025”), prepared in accordance with the Integrated Reporting <IR> Framework by the International Integrated Reporting Council (“IIRC”), which has been consolidated into the International Financial Reporting Standards Foundation (“IFRS”). Since 2021, we have adopted the integrated thinking framework to ensure our disclosures are concise, well-connected and transparent, providing a clear view of our objectives, strategies and performance across all areas.

Through our IAR2025, we present our business model, strategic focus and material matters. We report on our non-financial performance in the Sustainability Statement, covering our governance and management of the sustainability-related matters, that may impact our operations and long-term value creation. We continuously enhance our reporting approach to achieve a fully integrated and dynamic disclosure process.

REPORTING PERIOD

This IAR2025 covers the period from 1 January 2025 to 31 December 2025 (Financial Year Ended 2025) unless otherwise stated.

REPORTING SCOPE AND BOUNDARY

Integrated Annual Report

This IAR2025 covers the financial and non-financial performance of our operations in Malaysia, comprising Tune Protect Group, Tune Protect Malaysia, Tune Protect Re, Tune Protect Venture and White Label; our Associate company, Tune Protect Thailand; our Joint Venture company, Tune Protect EMEA.

SUSTAINABILITY DISCLOSURES

Tune Protect Group Berhad has reported the information cited in the GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.

 Refer GRI Content Index on pages 338-342 of this IAR2025.

Sustainability Statement

The Sustainability Statement section in this IAR2025 covers our operations in Malaysia, comprising Tune Protect Group, Tune Protect Malaysia, Tune Protect Re, Tune Protect Venture and White Label. Our associate and joint venture entities outside of Malaysia are excluded in this reporting scope.

ASSURANCE

For a balanced, meaningful, and accurate disclosures, the selected information in this IAR2025 is subject to an internal review by the Internal Auditor.

MEMBERSHIPS AND ASSOCIATIONS

The Group, through its subsidiaries, is a member of the following associations:

- General Insurance Association of Malaysia (“PIAM”)
- Labuan International Insurance Association (“LIIA”)

Basis of This Report

REFERENCES AND GUIDELINES

This IAR2025 was prepared and guided by referencing the following frameworks and disclosure requirements:	IAR	SS
Corporate Sections		
Bursa Malaysia Securities Berhad ("Bursa Malaysia")'s Management Discussion & Analysis Disclosure Guide	✓	
IIRC's International <IR> Framework	✓	✓
Bursa Malaysia Main Market Listing Requirements ("MMLR")	✓	
Sustainability Statement		
Amendments to Bursa Malaysia MMLR in relation to Sustainability Reporting Requirements and Other Enhancements issued on 23 December 2024		✓
Bank Negara Malaysia ("BNM")'s Policy		✓
Climate Risk Stress Testing Policy Document published on 29 February 2024		✓
Policy Document on Climate Risk Management and Scenario Analysis ("Updated Policy Document") issued on 17 March 2025		✓
Bursa Malaysia Sustainability Reporting Guide and Toolkits (3 rd Edition)		✓
Global Reporting Initiative ("GRI") Standards		✓
Greenhouse Gas Protocol ("GHG Protocol")		✓
National Sustainability Reporting Framework ("NSRF") transition relief- IFRS S2		✓
United Nations Sustainable Development Goals ("UNSDGs")		✓
Sustainability-related index criteria: FTSE4Good Bursa Malaysia Index		✓
Corporate Governance		
Bursa Malaysia's Statement on Risk Management & Internal Control Guidelines for Directors of Listed Issuers	✓	
Companies Commission of Malaysia	✓	
Companies Act 2016	✓	
Corporate Governance Guide (4 th edition) by Bursa Malaysia Securities Berhad	✓	
Securities Commission Malaysia's Malaysian Code on Corporate Governance ("MCCG") 2021 and Corporate Governance Strategic Priorities 2021-2023	✓	✓
Financial Statements		
International Accounting Standards Board ("IASB") IFRS Accounting Standards	✓	
Malaysian Accounting Standards Board ("MFRS") Accounting Standards	✓	

FEEDBACK

We welcome your feedback on our report. All feedback and enquiries can be directed to:

Address : Level 9, Wisma Capital A, No. 19, Lorong Dungun, Damansara Heights, 50490 Wilayah Persekutuan Kuala Lumpur, Malaysia

Tel : +603 2056 6200

Email : ir@tuneprotect.com

Sustainability-related : sustainability@tuneprotect.com



FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Tune Protect Group Berhad has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong ESG practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

Who We Are

Tune Protect Group is a financial holding company that provides underwriting and reinsurance services for non-life insurance products through its subsidiaries and overseas ventures.

Incorporated in 2011, the Company has been listed on the Main Market of Bursa Malaysia since 2013. With its tagline 'Insurance Simplified', Tune Protect offers an array of affordable protection plans to suit retail customers, business owners and corporates' needs via its insurance, reinsurance and marketing arms in Malaysia, Thailand and the UAE.

OUR VISION

To be the lifestyle insurer that everyone LOVES

OUR MISSION

To simplify the consumer experience with best-in-class products and technology that complement the consumers' lifestyle needs

OUR CORE VALUES



Make It Simple

We make things easy and uncomplicated.



Be Customer Obsessed

We listen to customers' needs and find a solution.



Better Together

We work to win as one cohesive team.

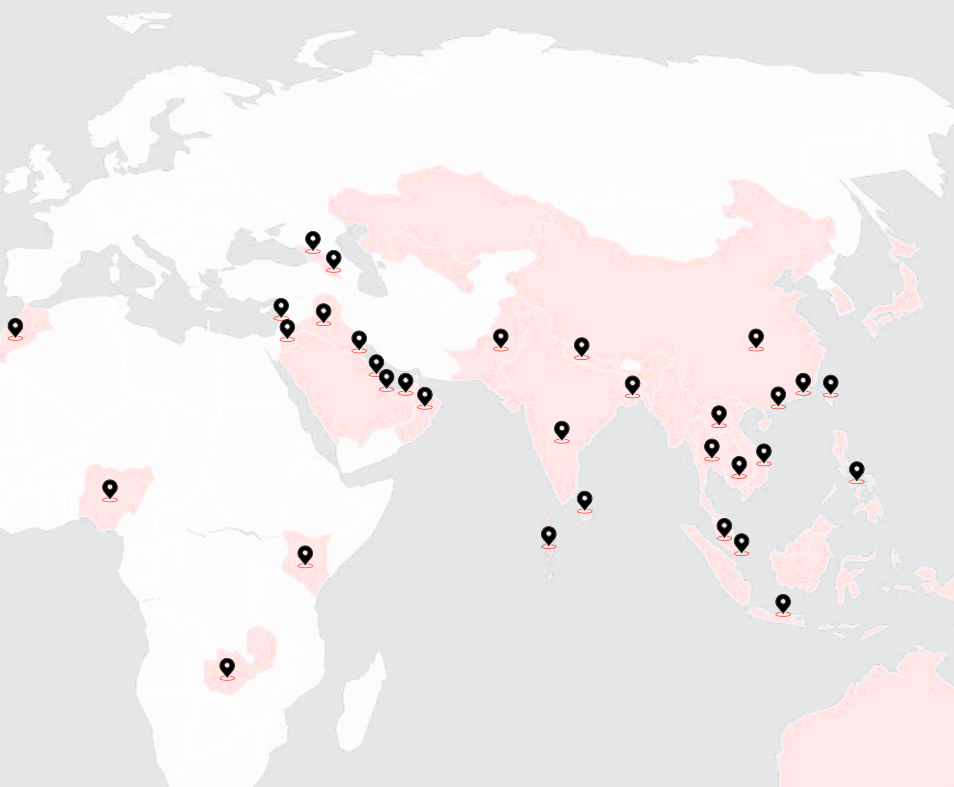


Be Curious & Bold

We continuously learn, test and explore. We know when to take risks and be empowered.

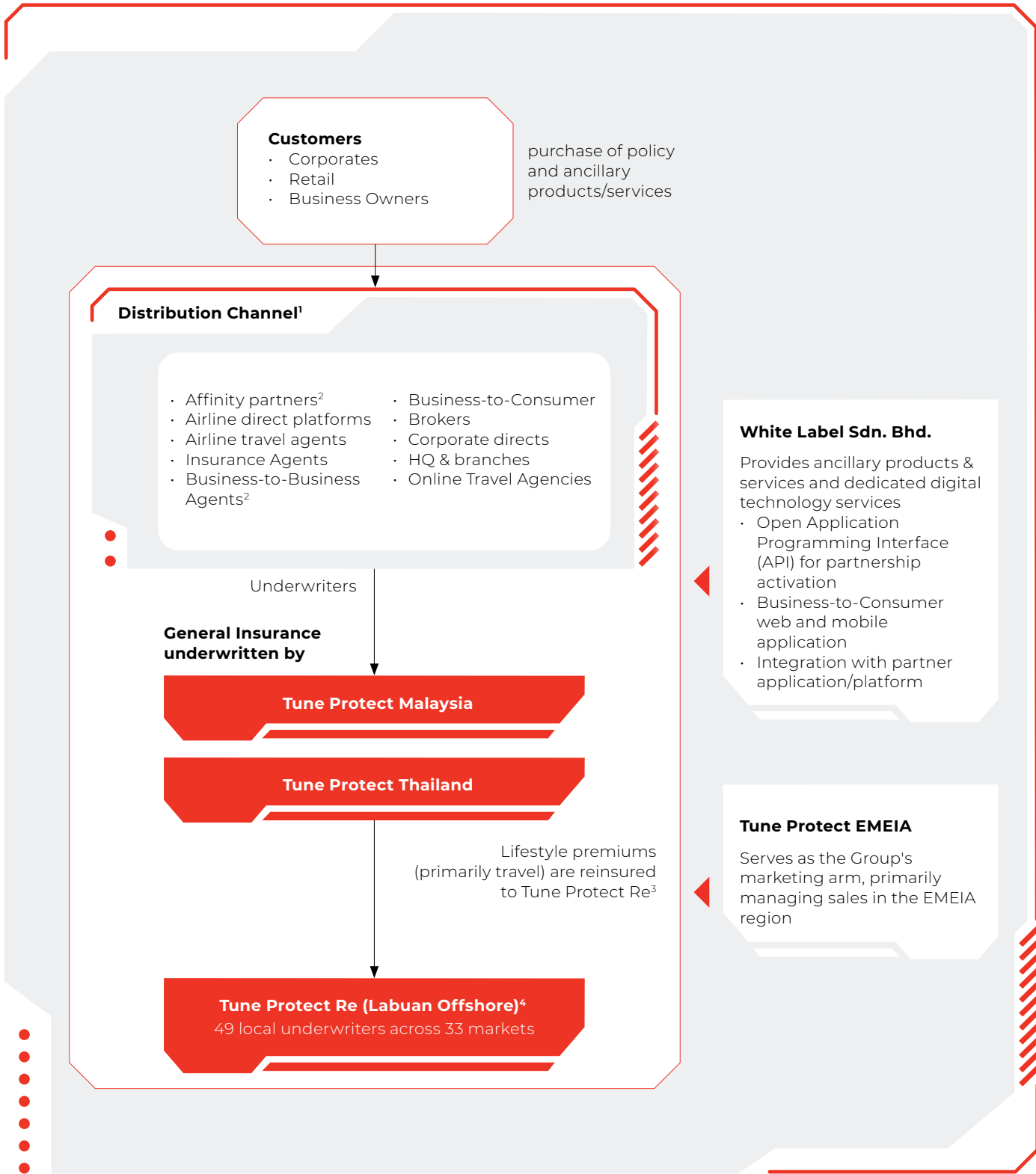
Present across
nearly
33 countries
globally

With a footprint that spans
the continents of
**Asia, Europe,
Africa**



Please scan this QR code to find out more about the events and activities the Group and its Overseas Ventures organised and participated in during the year under review.

Our Business Model



Footnotes:

¹ Ancillary services are offered via our selected distribution channels

² Including those facilitated by Tune Protect EMEIA

³ Lifestyle premiums (primarily travel) are reinsured to Tune Protect Re, while other premiums are reinsured to various third party reinsurers

⁴ A unique reinsurance model with multiple local underwriters operating under varied quota share arrangements

Our Journey: Milestones and Achievements

2009

Operation

- Tune Insurance (Labuan) Ltd. (TIL) was incorporated and in April was licensed to operate as an offshore captive insurer in Labuan

2011

Establishment

- Tune Ins Holdings Sdn. Bhd. was incorporated in June 2011
- Converted to a public company in August 2011 and renamed Tune Ins Holdings Berhad (TIH)
- Acquired TIL, Tune Money GenRe Ltd and Tune Money Life Re Ltd to consolidate insurance businesses

2012

Expansion of Insurance Operations

- TIH acquired Oriental Capital Assurance Berhad (OCA) in May 2012
- OCA was renamed to Tune Insurance Malaysia Berhad (TIMB) on 21 September 2012
- Launch of the Tune Insurance brand in September 2012

2013

Listing on Bursa Malaysia

- TIH was listed on the Main Market of Bursa Malaysia in February 2013 with a market capitalisation of RM1 billion

2014

Regional Expansion

- Acquired 49% equity interest in Tune Insurance Public Company Limited (Tune Protect Thailand) in Thailand
- Entered the Middle East market via a Joint Venture with Cozmo Travel and established Tune Protect Commercial Brokerage LLC
- Won brand leadership award



2024

- Established Net Zero Roadmap for Scope 1 & 2 for 2050
- Introduced One Claim Harmonisation Plan
- Won Customer Experience Excellence Award and CXP Best Customer Experience Award
- National Corporate Governance and Sustainability Awards

2023

Awards of the Year:

- Best Insurance Tech Award for PC.com Awards 2023
- Claims and Marketing Initiative of the Year at the Insurance Asia Awards 2023
- CXP Best Customer Experience Awards

2022

Awards of the Year:

- Human Resources Online's Employee Experience Awards 2022 (Gold Award)
- Insurance Asia Award 2022 - Travel insurance Initiative and Insurance Administrator of the Year - Malaysia
- Finalist of The World's Digital Insurance Award 2022 - Insurer Transformation Category

2021

Awards of the Year:

- Global Banking & Finance Awards 2021 – Best Online Insurance Company Thailand
- MSWG-ASEAN CG Awards 2020 (Financial Services)

2015

Rebranding

- TIH formally rebranded to Tune Protect Group Berhad in September 2015

Our Journey: Milestones and Achievements

2025

- Baseline setting for Scope 1 and 2 for the Group

Awards of the Year:

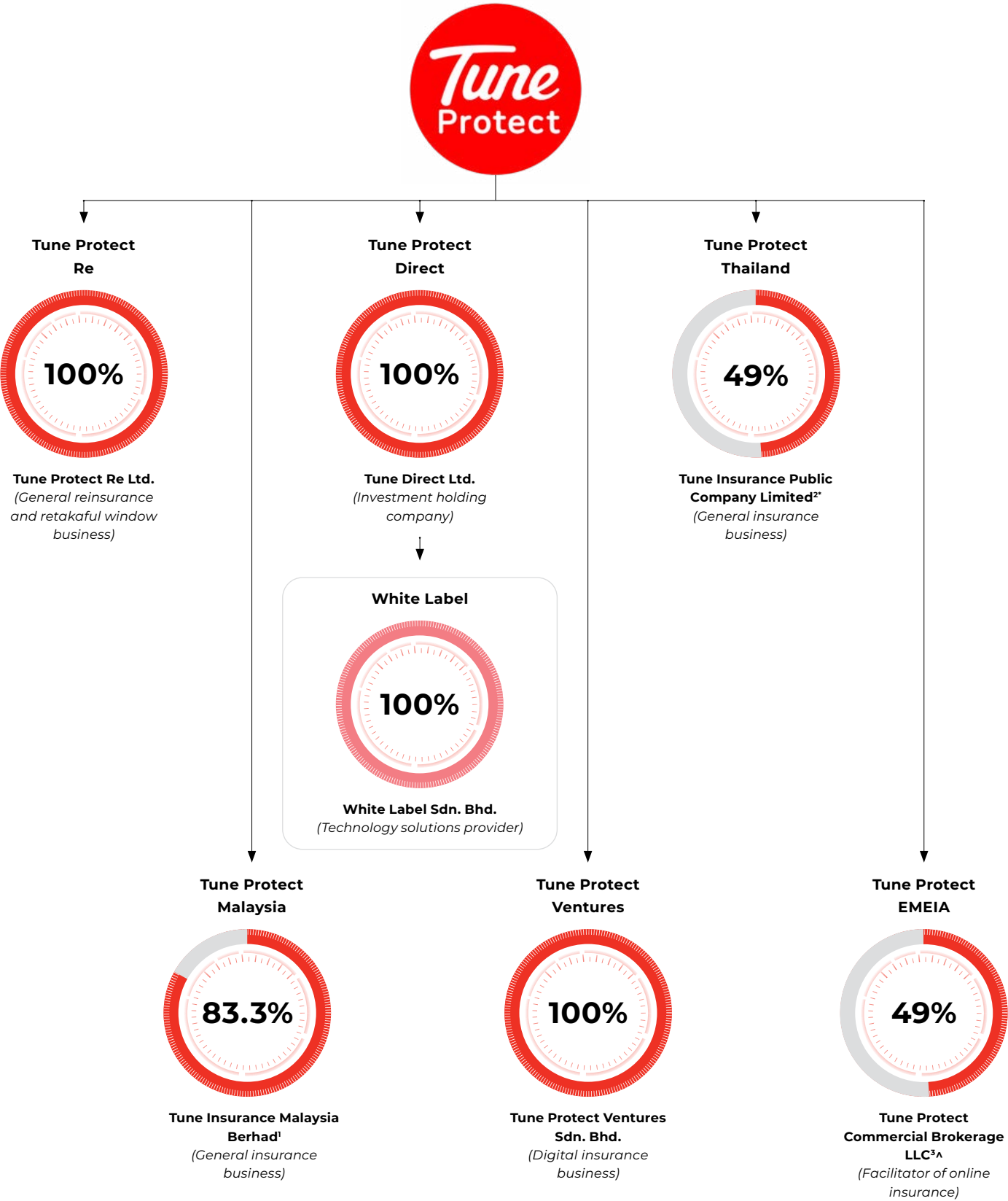
- Customer Experience Excellence Award and Delay Lounge Pass
- Ethical Leadership and Social Impact
- National Corporate Governance and Sustainability Awards
- Company of the Year (Insurance) for Community Care Excellence at Sustainability & CSR Malaysia Award

FTSE4Good
Score
4.3



Corporate Structure

as at 31 March 2026



Notes:
¹ The remaining 16.5% is owned by minority and unrelated shareholders. TPR owns 0.2% of TPM's shares.
² The remaining 51% is owned by various Thai shareholders.
³ The remaining 51% is owned by a local company in the UAE.
* associate company
^A joint venture company

Corporate Information

As at 31 March 2026

THE BOARD

Dato' Mohamed Khadar bin Merican <i>Chairman, Independent Non-Executive Director</i>	Mohamed Rashdi bin Mohamed Ghazalli <i>Senior Independent Non-Executive Director</i>
Aireen Omar <i>Non-Independent Non-Executive Director</i>	Jayakumar A/L Somasundram <i>Independent Non-Executive Director</i>
Ariff bin Rozhan <i>Independent Non-Executive Director</i>	Gan Mei Mei <i>Independent Non-Executive Director</i>

AUDIT COMMITTEE

Gan Mei Mei (*Chairperson*)
Mohamed Rashdi bin Mohamed Ghazalli
Ariff bin Rozhan
Jayakumar A/L Somasundram

RISK MANAGEMENT COMMITTEE

Jayakumar A/L Somasundram (*Chairman*)
Mohamed Rashdi bin Mohamed Ghazalli
Dato' Mohamed Khadar bin Merican
Ariff bin Rozhan
Gan Mei Mei

NOMINATION COMMITTEE

Mohamed Rashdi bin Mohamed Ghazalli (*Chairman*)
Ariff bin Rozhan
Jayakumar A/L Somasundram

REMUNERATION COMMITTEE

Mohamed Rashdi bin Mohamed Ghazalli (*Chairman*)
Ariff bin Rozhan
Jayakumar A/L Somasundram

INVESTMENT COMMITTEE

Azian binti Kassim (*Chairperson*)
Aireen Omar
Mohamed Rashdi bin Mohamed Ghazalli
Dato' Mohamed Khadar bin Merican

LTIP COMMITTEE

Aireen Omar (*Chairperson*)
Mohamed Rashdi bin Mohamed Ghazalli
How Kim Lian
Yap Hsu Yi

SENIOR INDEPENDENT NON EXECUTIVE DIRECTOR

Mohamed Rashdi bin Mohamed Ghazalli

COMPANY SECRETARY

Norhana binti Othman
(MACS 01597)
(SSM Practising Certificate 202008001519)

AUDITORS

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants
Level 23A, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
50490 Kuala Lumpur,
Wilayah Persekutuan, Malaysia
Tel : +603 7495 8000
Fax : +603 2095 5332

REGISTERED OFFICE

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No. 19, Lorong Dungun,
Damansara Heights,
50490 Kuala Lumpur,
Wilayah Persekutuan, Malaysia
Tel : +603 2056 6200
Email : hello.my@tuneprotect.com
Website : www.tuneprotect.com

SHARE REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
[Registration No. 199601006647 (378993-D)]
11th Floor, Menara Symphony,
No. 5, Jalan Prof. Khoo Kay Kim,
Seksyen 13, 46200 Petaling Jaya,
Selangor Darul Ehsan, Malaysia
Tel : +603 7890 4700
Fax : +603 7890 4670

PRINCIPAL BANKER

HSBC Bank Malaysia Berhad

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Stock Code : 5230
Stock Name : TUNEPRO

(Listed since 20 February 2013)

Investor Relations

At Tune Protect Group, we recognise our responsibility to maintain transparent, timely and fair communication with our shareholders and the broader investment community. In 2025, we continued to proactively engage with stakeholders to keep them informed of our performance, strategic direction and key developments.

During the year, we welcomed the addition of two new institutional investors to our shareholder base, reflecting growing confidence in the Group's strategy and long-term prospects. To support this increased investor interest, we further strengthened our engagement efforts and ensured that communication channels with investors and analysts remained open, accessible and responsive.

27
February
2025

4Q2024 Analyst Briefing

Venue : **Kuala Lumpur**
Type : **Teleconference**

28
May
2025

1Q2025 Analyst Briefing

Venue : **Kuala Lumpur**
Type : **Teleconference**

24
June
2025

14th Annual General Meeting

Venue : **Kuala Lumpur**
Type : **Annual General Meeting**



1
July
2025

Getting in Tune with Tune Protect

Venue : **Kuala Lumpur**
Type : **Radio Interview**



11
July
2025

China Press Media

Venue : **Kuala Lumpur**
Type : **Media Interview**

27
August
2025

2Q2025 Analyst Briefing

Venue : **Kuala Lumpur**
Type : **Teleconference**

17
September
2025

Bernama Interview

Venue : **Kuala Lumpur**
Type : **Interview**



8
October
2025

Bernama Interview

Venue : **Kuala Lumpur**
Type : **Interview**



9
October
2025

RHB webinar

Venue : **Kuala Lumpur**
Type : **Live streaming**



30
October
2025

Rakuten Webinar

Venue : **Kuala Lumpur**
Type : **Live Streaming**



30
October
2025

KleverStock Interview

Venue : **Kuala Lumpur**
Type : **Interview**



24
November
2025

3Q2025 Analyst Briefing

Venue : **Kuala Lumpur**
Type : **Teleconference**

4
December
2025

NST Interview

Venue : **Kuala Lumpur**
Type : **Interview**

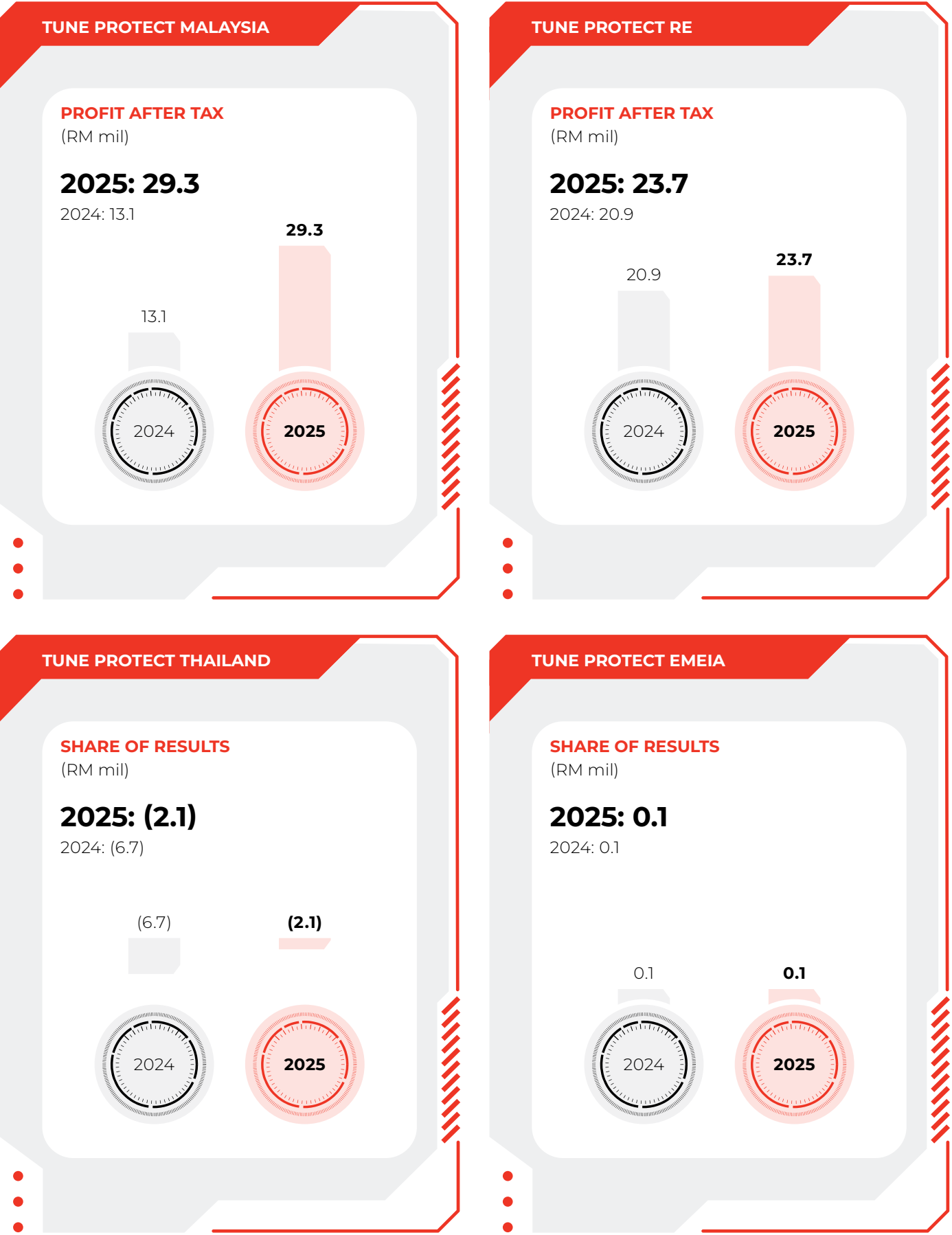
10
December
2025

Financial Blogger Meeting

Venue : **Kuala Lumpur**
Type : **Meeting**



Financial Highlights



Corporate Calendar

Quarter 1

Sales Kick Off 2025



15 Jan 2025

TPM Sales Kick-Off Strategy Meeting held at Saujana Hotel, Kuala Lumpur, to start the year.

CNY Office Celebration



6 Feb 2025

Bringing the festivities inside our office with a lion dance show at Level 8 and Level 9.

AirAsia Travel Fair 2025 – Kuching



7-10 Feb 2025

The event was held at Vivacity Megamall. Tune Protect participated in AirAsia Travel Fair 2025 Kuching to promote travel insurance and the Tune Protect app, along with fun games and prizes.

Tune Protect Travel - AirAsia – Raya Airport Activation



27 & 28 Mar 2025

This activation was held at KLIA Terminal 2. Tune Protect engaged with the Raya crowd with activities, games, prizes and kurma for their travels. There was also a special performance by Mimi Fly.

Corporate Calendar



18 – 20 Apr 2025

This event was held at MITEC. Tune Protect partnered with AirAsia to open a booth to promote travel insurance and the Tune Protect app. Customers who added-on travel insurance to their flight booking had a chance to participate in a game to win a Labubu.



Mangrove Tree Planting



16 Apr 2025

A collaborative environmental and community CSR initiative focused on mangrove restoration, coastal conservation and community engagement at Pantai Bumi Hijau, Sabak Bernam.

Grow and Give Initiative with Sunway XFarms



17 May 2025

The initiative kicked off on 17 May 2025 with the launch of hydroponic farming at Medan Jaya Apartment, giving B40 families access to fresh vegetables. This momentum continued through follow up sessions in July, September, and November 2025.



21 June 2025

The Give and Grow Programme was designed to promote greener living and encourage sustainable habits by giving the community access to plants they can grow and care for at home.



AirAsia Travel Fair 2025 – Pavilion Bukit Jalil



22 - 24 Aug 2025

The event was held at Pavilion Bukit Jalil. Tune Protect participated in AirAsia Travel Fair 2025 – Pavilion Bukit Jalil to promote travel insurance and the Tune Protect app. Customers who added-on travel insurance to their flight booking had a chance to participate in a game to win a Labubu or Tune Protect Travel – AirAsia Annual Plan.



Corporate Calendar

Quarter 4

Programme Celik Kewangan



16 October 2025

In partnership with Harian Metro, Tune Protect Financial Literacy Programme reached four schools nationwide in October and November 2025, bringing money lessons to life through hands on activities.

Mega Team Building



10 - 11 Oct 2025

A team-building event featuring interactive activities that enhanced collaboration, trust and communication across teams and departments.

FinTech Week 2025



3 November 2025

Hong Kong

Our CEO highlighted the Group's embedded insurance strategy, delivering seamless protection across more than 30 countries through its partner network.

Sustainability Talk



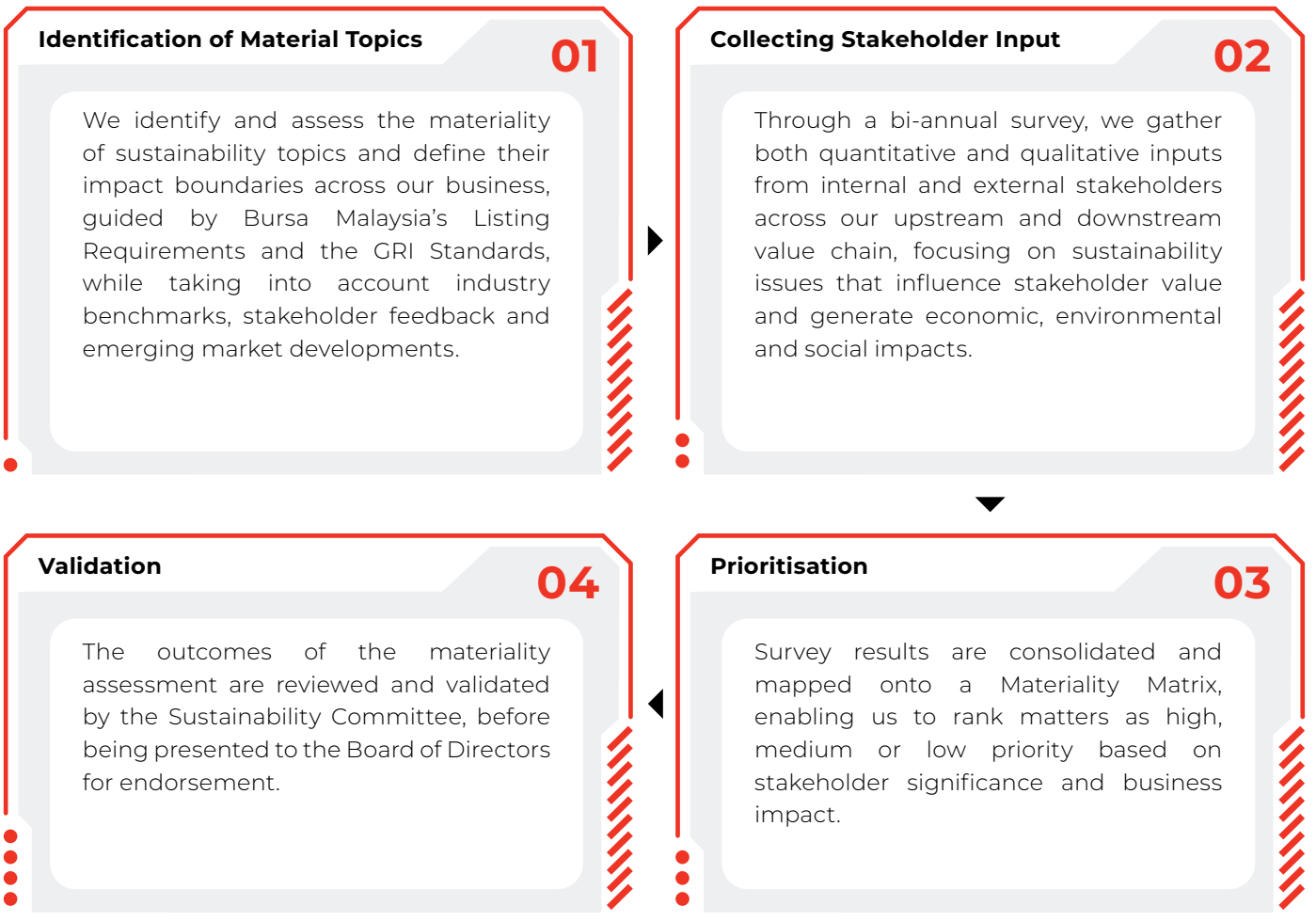
3 December 2025

We conducted a sustainability talk for all employees covering the fundamentals of NSRF compliance and integration, supporting internal capacity-building and reinforcing a shared understanding of sustainability responsibilities across the Group.

Material Matters

The identification and management of material matters are fundamental to sustaining and enhancing our strategic, operational and sustainability performance. Through a robust materiality assessment process, we identify the matters that most significantly influence our business activities and long-term value creation prospects. This process also sharpens our approach to managing sustainability-related risks and opportunities that are of greatest importance to our stakeholders.

Our Materiality Assessment Process



We conduct a comprehensive materiality assessment every two years, complemented by an annual review to ensure continued alignment with evolving market dynamics, regulatory developments and our strategic priorities. By closely monitoring emerging trends and shifts in stakeholder expectations, we remain well positioned to identify and respond proactively to matters that may affect our performance and long-term value creation.

During the year under review, the Group did not record any material regulatory breaches, fines or significant sustainability-related incidents. As a Group 2 listed issuer, we also remain in the transition phase for adoption of the NSRF, and will continue to strengthen our materiality determination processes and material matter disclosures to support full compliance within the prescribed transition period.

Material Matters

Our Material Matters

In accordance with our established protocol and Bursa Malaysia’s Sustainability Reporting Guide (3rd Edition), we undertook a comprehensive materiality assessment in 2025. The assessment concluded that our 11 material matters remain relevant and aligned with our strategic priorities, stakeholder expectations and industry practice. However, we refined one material matter from “Digital Innovations” to “Digital & Technology Innovations” to reflect a broader emphasis beyond digital-first initiatives.

Pillar	Topic	Description	Stakeholders Group and Capital
Governance	Corporate Governance, Integrity and Risk Management	Strong governance, ethical conduct and disciplined risk management are essential to maintaining regulatory confidence, safeguarding reputation and ensuring sustainable growth.	F H S I
	Data Governance, Privacy and Cybersecurity	Robust data protection and cybersecurity safeguards are vital for preserving customer trust, ensuring regulatory compliance and protecting the Group's infrastructure from increasingly sophisticated cyber threats.	F H S I
Economic	Customer Centricity	Customer trust, satisfaction and retention are fundamental to revenue growth, brand strength and long-term competitiveness in a highly digital and service-driven insurance landscape.	F S I
	Digital & Technology Innovations	Digital and technological innovation are critical to enhancing operational efficiency, scalability and customer experiences, preserving our competitive advantage in an increasingly digital market.	F S I
	Products and Offerings	Personalised, inclusive and high-quality offerings, strengthened by partnerships and collaborations, are essential to meeting evolving customer needs, expanding market reach and sustaining growth.	F S I
	Responsible Business Practices	Strong financial discipline and responsible procurement and investment practices safeguard capital strength, protect stakeholder interests and underpin sustainable long-term value creation.	F S I
Environmental	Resource Management	Efficient resource use reduces operational costs, mitigates environmental impact and supports regulatory compliance and stakeholder expectations on responsible business conduct.	F S I
	Climate Change	Amid increasing climate volatility, effectively managing climate-related risks and addressing our direct and indirect emissions are critical to strengthening our financial resilience and sustaining stakeholder confidence.	N
Social	Diversity, Inclusion and Equal Opportunities	An inclusive and diverse workplace founded on equal treatment strengthens innovation, employee engagement and governance standards, while reinforcing our reputation as a responsible employer.	H S
	Employee Wellness and Development	Workforce capability, wellbeing and engagement are key drivers of productivity, service quality and organisational resilience.	H S
	Corporate Good and Community Investments	Inclusive products and meaningful community investment strengthens our social licence to operate, enhances brand trust and supports socioeconomic advancement.	H S

Details on our management of these material matters are disclosed in our Sustainability Statement from pages 48 - 122.

Material Matters

Materiality Matrix

Our Materiality Matrix was refreshed in 2025 to reflect evolving internal and external priorities. Our approach seeks to deeply appreciate each stakeholder group’s level of dependence on the Group, as well as their influence on our operations and outcomes, leveraging this perspective to strengthen how we prioritise and manage each material matter.



Stakeholder Engagement

Stakeholder Engagement

	Expectations & Concerns	Our Response	Method & Frequency of Engagement	Impact on the Group
 Customers	- Data Governance, Privacy and Cybersecurity - Products and Offerings - Customer Centricity - Digital and Technology Innovations - Responsible Business Practice	- Ensure compliance to prevailing regulatory requirements and best practices for data governance and customer privacy - Measuring customers satisfaction through NPS surveys and transactional NPS for touchpoints such as Claims, Purchase and Contact Centre, along with feedback on Customer Engagements - Consolidate information gathered from touchpoints and utilising a one-stop contact centre to ensure smooth customer handling and engagements	- Customer Service Centre - Location and operating hours available on the corporate website - Customer satisfaction survey (NPS, Contact Centre (Feedback) - Biannual, as and when - Digital platforms and Social Media Platforms – 24/7 - Email – As and when - Online survey (sustainability survey) – Biennial	Customers are pivotal to our business success. By prioritising customer-centric approaches, we aim to comprehend and fulfil our customers' expectations regarding products and services, fostering brand loyalty and delivering exceptional service, aligned with our commitment to providing a consistent customer experience.
 Regulators and Government Bodies	- Corporate Governance, Integrity and Risk Management - Data Governance, Privacy and Cybersecurity - Climate Change - Customer Centricity - Diversity, Inclusion and Equal Opportunities	- Continuously strengthening our governance policies, procedures and mechanisms to instil ethical conduct within our business culture - Regularly assessing our operations to ensure adherence of the current regulatory standards and requirements	- Regulatory reporting – Monthly, Quarterly, Biannual, Annually - Correspondence and monitoring via letters, emails and calls – As required - Face-to-face meetings and review – Scheduled/ad-hoc basis - Online survey (sustainability survey) – Biennial	Maintaining robust relationships with governance and regulatory bodies facilitates access to timely updates on emerging regulations, thereby ensuring our operations remain compliant with regulatory requirements.
 Shareholders, Investors and Analysts	- Strategic direction - Financial performance and Shareholders' Returns - Digital and Technology Innovations - Corporate Governance, Integrity and Risk Management - Data Governance, Privacy and Cybersecurity - Sustainability Performance	- Active engagement with shareholders, investors and analysts - Ensure timely and comprehensive updates on the financial results, new initiatives and any material events - Focus on providing updates on the progress of our strategic plan - Integrate ESG considerations into business decisions	- AGM (Annual Reports, Shareholders' Circulars and CG Report) - Annually - Analyst briefings (analyst presentation slides, financial statements and press releases) - Quarterly - Regular dialogues (one-on-one and group meetings, webinars, conferences, roadshows and Corporate Days) – Ad-hoc basis - Investor Relations webpage – 24/7 - Online survey (sustainability survey// analysts, institutional and retail investors' feedback) – Ad-hoc basis, Biennial - Credit rating (rating report)- annually	The investment community contributes towards the market valuation of our share price.
 Employees	- Financial Performance - Corporate Governance, Integrity and Risk Management - Data Governance, Privacy and Cybersecurity - Digital and Technology Innovations - Diversity, Inclusion and Equal Opportunities - Employee Wellness and Development - Corporate Good and Community Investments	- Guaranteeing that all employees are cared for respected and appreciated by offering equitable compensation and benefits, and fostering an inclusive work environment - Facilitating the growth and empowerment of our workforce through opportunities for training and personal development - Cultivating employee involvement through meaningful engagement initiatives and volunteer opportunities	- Annual Integrity Month (AIM) Campaign – Annually - Internal engagement activities (including onboarding workshops, in-house webinars, town halls, team building, social media platform on VivaEngage) – Monthly, Quarterly, Ad hoc basis - Performance reviews – Ongoing - Policies and procedures – via Corporate Intranet - Online survey (sustainability survey) – Biennial	Employees are the backbone of our operations. A skilled, high performing and engaged workforce drives value creation while executing business strategy.
 Agents and Intermediaries	- Data Governance, Privacy and Cybersecurity - Customer Centricity - Digital and Technology Innovations - Training and Education	- Coordinate and make online training available to Agents on PDPA and AML to cultivate disciplined business that align with company governance policy - Monitoring Agents CPD hours to ensure the minimum CPD hours requirement is met - Provide support to sales channels engaging in Digital Partnership in Project Management, i.e. API integration with digital partners, Business Onboarding, Process Automation, etc	- Coordinate and made online training available to Agents on PDPA and AML to cultivate disciplined business that align with company governance policy - Monitoring Agents CPD hours to ensure the minimum CPD hours requirement is met - Provide support to sales channels engaging in Digital Partnership in Project Management, i.e. API integration with digital partners, Business Onboarding, Process Automation, etc.	Agents and intermediaries are responsible for disciplined business, liaising sales and managing claims.
 Local Communities	- Corporate Good and Community Investments - Responsible Business Practices - Resource Management - Climate Change - Diversity, Inclusion and Equal Opportunities	Collaborating with community partners to expand their outreach and facilitate our efforts to connect with unserved, underserved, underprivileged groups as well as the environment through sponsorships and employee volunteering	- Community activities – Scheduled/Ad-hoc - Community partnerships – Scheduled/Ad-hoc basis - Online survey (sustainability survey) – Biennial	We are responsible for engaging with the concerns of local communities in order to nurture long-term and mutually trusting relationships.
 Media	- Corporate Governance, Integrity and Risk Management - Data Governance, Privacy and Cybersecurity - Customer Centricity - Digital and Technology Innovations - Products and Offerings - Responsible Business Practices - Climate Change - Corporate Good and Community Investments	Utilising diverse media channels to keep the media informed about our accomplishments and advancements, disseminating essential corporate and consumer information to the public	- Media engagements – as and when required - Media interviews and press releases – as and when required - Company/Corporate events – as and when required - Online survey (sustainability survey) – Biennial	Strong media connections facilitate the effective dissemination of information regarding our distinctive value proposition, ensuring brand recognition locally and regionally.
 Business Partners	- Corporate Governance, Integrity and Risk Management - Data Governance, Privacy and Cybersecurity - Customer Centricity - Digital and Technology Innovations - Products and Offerings	- Align business partners with our organisation code of conduct by ensuring disciplined business and proper management of customer privacy - Responding to evolving customer needs by collaboration with partners and leveraging digital technologies to deliver convenient and sustainable solutions to our business partner	- Meetings (face-to-face/virtual, and group meetings) - scheduled/ad-hoc - Due Diligence – Onboarding and upon renewal - Online survey (partner engagement survey) - Annually	Long-term strategic partnerships to leverage each other's unique strengths for sustainable growth and continuous value creation.

Top Risks & How We Manage Them

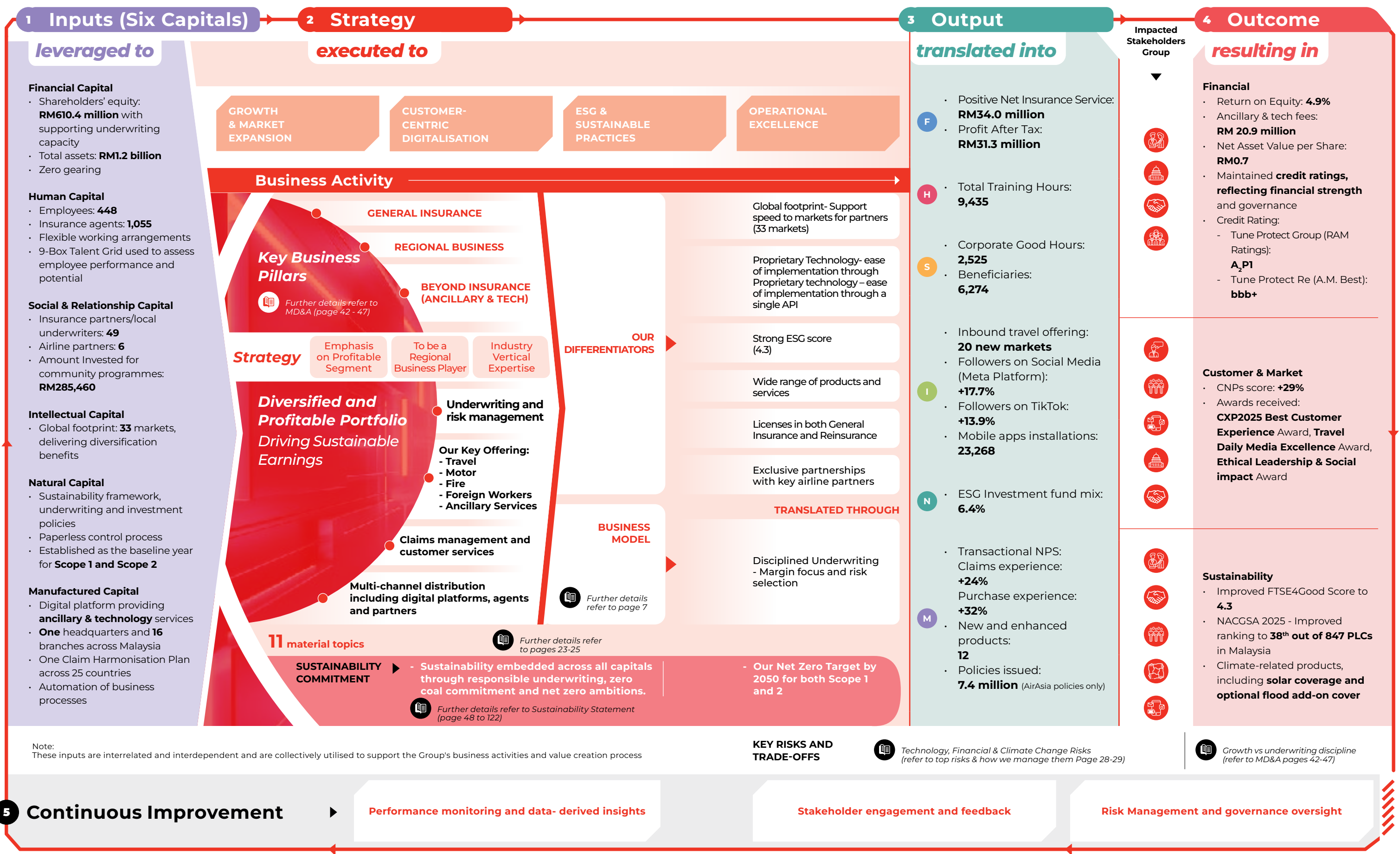
Top Risks & How We Manage Them

Operating in an increasingly dynamic and complex environment demands disciplined oversight and proactive risk management. Our top risks represent the most significant exposures that could affect our strategic objectives, operational resilience and reputation. Guided by a structured enterprise risk management framework, we continuously identify, assess and monitor these risks, implementing controls and mitigation measures to manage them within our defined risk appetite while safeguarding stakeholder interests and sustaining long-term value creation.

TYPE OF RISK	RISK DESCRIPTION AND CONSEQUENCES	OUR MITIGATION AND CONTROL PLANS
Technology Risk - Cybersecurity/ Cyber threats - Information System	- We face ongoing challenges in the early detection of cyber threats within our IT environment, requiring swift and decisive response. Clear visibility of potential threats and timely remedial action are critical to minimising operational disruption and safeguarding business continuity. - Unauthorised access and data loss from our business applications present significant risks, particularly with respect to the confidential information of customers, employees and business partners. - The risk of unplanned system downtime within Tune Protect's infrastructure may result in operational disruption and impair our ability to serve customers effectively.	To manage and mitigate technology-related risks, we have implemented a comprehensive suite of control measures. - Our Security Operation Centre provides 24/7 monitoring of servers and network devices to enable early detection of potential threats. We maintain and regularly review our User Access Matrix, while incident response and management protocols are rigorously tested to contain potential damage, prevent and remove unauthorised access, and restore system integrity - To mitigate the risk of downtime or cyber incidents, we maintain business continuity through annually tested Disaster Recovery Plans. Annual penetration testing and vulnerability assessments are conducted on both existing systems and newly implemented digital initiatives to identify and remediate weaknesses prior to deployment - We also engage cybersecurity specialists to further strengthen our monitoring, detection and response capabilities. Ongoing awareness programmes are conducted to reinforce employee vigilance and promote adherence to cybersecurity best practices, particularly against social engineering threats - Continuous improvement remains a priority, supported by regular reviews and updates of our security policies, procedures and technologies to ensure alignment with evolving threat landscapes and industry standards
Compliance	Failure to comply with applicable laws and regulations, internal policies and prescribed best practices may result in legal penalties, financial forfeiture and material losses, as well as reputational damage.	As part of our compliance risk management framework, we implement structured and proactive measures. - Compliance collaborates with Risk Management to train and brief nominated Risk and Compliance Advocates ("RCA") within each department, who serve as key points of reference for risk and compliance matters - We coordinate Compliance Gap Assessments ("CGA") when new or revised regulatory issuances arise, such as policy documents, guidelines or specification letters. This exercise requires departments to map regulatory requirements against existing processes and systems to identify and remediate gaps - Compliance Thematic Reviews ("CTR") are undertaken to assess potential areas of non-compliance with regulatory and supervisory expectations, with findings reported to the Board - Quarterly Compliance Newsletters and an Annual Compliance Awareness Survey reinforce regulatory awareness across the organisation, enabling us to strengthen internal controls and continuously enhance our compliance culture
Financial	We are exposed to financial risks, including concentration risk and credit risk, which may affect earnings stability and capital adequacy if not effectively managed.	We actively manage financial risks by diversifying our business portfolio to reduce reliance on a limited number of business partners. We also maintain capital levels above regulatory requirements through internally defined target thresholds, which serve as early warning indicators to safeguard financial resilience and stability.
Core System Replacement Project	The Group's largest subsidiary, Tune Protect Malaysia, is undertaking a major core system replacement project, migrating its existing system to a cloud-based platform. The scale and complexity of this initiative present operational, execution and transition risks.	Given the significant investment and strategic importance of this initiative, the project is subject to heightened governance and oversight. Management closely monitors progress against milestones, with enhanced project governance structures in place to manage execution risks and ensure timely and controlled implementation. The project is targeted for completion in the third quarter of 2026.
Climate Change	Our home market is experiencing an increased frequency and severity of flooding and other climate-related events, which may impact underwriting performance, claims volatility and capital requirements.	- Climate change is managed as an enterprise-level risk under Board oversight. The Sustainability Committee keeps Management and the Board informed of both physical and transition risks. - We have integrated scenario analysis for flood risks into our underwriting and reinsurance strategies, as well as into capital adequacy assessments, and incorporated flood risk assessments for our data centre into the corporate risk register. - A dedicated Working Group has been established to address requirements under BNM's Policy Document on Climate Risk Management and Scenario Analysis, including the Climate Risk Stress Testing Exercise. In this regard, we completed Climate Risk Stress Testing for our Malaysian general insurance subsidiary in December 2025, supporting regulatory alignment and forward-looking risk preparedness.

Our Value Creation Model

Our Value Creation Model



Chairman’s Review

Chairman’s Review

DEAR VALUED SHAREHOLDERS,

2025 was a defining year in Tune Protect’s journey of recalibration and refocus. Guided by our strategic shift, we reinforced profitability, expanded our travel-centric ecosystem and advanced our digital transformation and sustainability agenda. Amid an evolving market shaped by rising tourism and shifting lifestyle needs, our focus on strengthening distribution partnerships and broadening our suite of add-ons and ancillary services has enhanced the resilience of our business and unlocked new avenues for sustainable, long-term value creation.



DATO’ MOHAMED KHADAR BIN MERICAN
Chairman, Independent Non-Executive Director

Achieved **more than 100%** growth in Profit After Tax of **RM31.3 million**



Our Net Insurance Result grew by **more than 100%** to **RM34.0 million**



CAPITALISING ON A SUPPORTIVE MARKET ENVIRONMENT

Tune Protect benefited from a broadly supportive operating backdrop in 2025, with growth across the ASEAN region outpacing the global average and sustaining a favourable demand environment for cross-border mobility and travel-linked insurance solutions.

Malaysia’s economy outperformed expectations, recording GDP growth of 5.2% on the back of resilient domestic demand, strong household spending, and increased investment activity¹. These factors collectively strengthened discretionary income and reinforced demand for travel, digital and lifestyle-related protection. In parallel, Malaysia’s general insurance industry recorded steady progress in 2025, with Gross Written Premium (“GWP”) increased by 4.8% year-on-year to RM24.2 billion for the full year, supported by improved operational efficiency and stronger underwriting performance across the sector².

The travel sector also advanced materially, underpinned by the restoration of aviation capacity and the revival of regional travel routes. Globally, international tourist arrivals grew by 4.0% in 2025, while Asia Pacific recorded a stronger 6.0% increase, reaching over 331.0 million visitors as the region continued its recovery trajectory³. Malaysia itself

welcomed 42.2 million international arrivals in 2025⁴, with the 11.0% increase compared to 2024 signalling a full tourism recovery and seeing Malaysia surpass Thailand as Southeast Asia’s leading destination. As travel volumes expanded, demand for travel protection rose correspondingly, particularly through airline-integrated distribution and embedded digital journeys, where purchasing behaviour is increasingly seamless, mobile-first and time-sensitive.

Against this backdrop, Tune Protect is more strongly positioned within the travel vertical than at any point in the past five years. The continued acceleration of digital insurance adoption aligns with our digital-first strengths and evolution as an Insurtech, while travel patterns favouring short-haul and regional journeys support growth across our core Asian markets. Anchored by a growing ecosystem of travel add-ons and ancillary services, our platform is increasingly equipped to serve both inbound and outbound travellers through more contextual and value-enhancing protection offerings.

With established airline partnerships, integrated sales channels and a sustained focus on expanding within the travel lifestyle ecosystem, Tune Protect is well placed to capture demand for affordable, digital-centric protection as travel volumes continue to expand across our key markets.

Chairman’s Review

THE TANGIBLE RESULTS OF OUR STRATEGIC RECALIBRATION

The past year marked a defining chapter in which our deliberate recalibration of priorities translated into measurable results. Our decision to pivot towards higher-quality, more profitable segments, particularly within the travel ecosystem, has strengthened our financial foundations and reinforced our long-term strategic direction.

Financially, we delivered one of our strongest financial years since the pandemic, marked by consistent quarterly profits and materially improved underwriting fundamentals. Profit After Tax more than doubled compared to 2024, driven by stronger demand in Travel and improved claims performance in Motor and Fire. Travel insurance premiums grew by approximately 25.6% year-on-year and now account for 44.0% of our portfolio, affirming the success of our renewed focus on this segment.

Strategically, we continued to strengthen our transformation from a traditional insurer into a regionally integrated, digitally enabled travel-centric protection provider. Our persistent expansion of embedded travel services, including Delay Lounge Pass, eSIM offerings and regional travel plans, contributed to a meaningful increase in ancillary income and technology fee contributions, which grew six-fold since the start of the year.

We also broadened our distribution reach through collaborations with AirAsia, Air Arabia and Insurtech partners, while onboarding seven online travel agents across Southeast Asia and 402 travel agents in Malaysia since the second half of 2024, further strengthening our global network of more than 1,500 B2B travel agents. The launch of CyberSafe, a cyber protection add-on for travellers, in partnership with BOXX Insurance, together with new event-based protection solutions introduced with GoLive and Ticket2U, further integrated our solutions into adjacent lifestyle verticals.

Operationally, we are encouraged by the strengthening of underwriting discipline and claims performance. Our combined ratio improved significantly, reaching 90.5% in 2025 compared to 99.1% in the prior year, supported by a 14.3 percentage point improvement

in the loss ratio of our Motor portfolio. At the same time, we continued to enhance our digital capabilities, deepening API-based distribution and strengthening airline integrations to elevate customer experience and reinforce our leadership in digital travel protection.

Taken together, these achievements reflect not only the successful execution of our recalibrated priorities, but also the scale of opportunity that now lies before us, particularly within the expanding travel ecosystem and through capital-light, technology-enabled income streams that will define our next phase of growth.

A RESILIENT FINANCIAL PERFORMANCE

Building on the momentum established in the second half of last year, we continued to strengthen profitability in 2025. While top-line revenue moderated as a result of our deliberate focus on quality over quantity, profitability improved steadily over the year, culminating in Profit After Tax of RM31.3 million for 2025, compared to RM2.7 million in 2024.

Our Net Insurance Result grew by more than 100% to RM34.0 million, supported by improved underwriting discipline, tighter claims management and a healthier portfolio mix. We also generated RM33.3 million in investment income, reflecting prudent capital positioning amid a fluctuating market environment.

Leveraging a more robust business model and streamlined business priorities, we remain focused on building long-term shareholder value through sustainable profitability and disciplined capital management. In line with our strengthened financial trajectory, the Board has proposed a final dividend for the financial year ended 2025, which will be presented for shareholders’ approval at the forthcoming Annual General Meeting.

ELEVATING OUR SUSTAINABILITY AGENDA

Our sustainability efforts remain anchored in the Group’s “In Tune for a Better Tomorrow” framework, overseen by the Risk Management Committee and led by a dedicated Sustainability Committee that integrates climate considerations and ongoing ESG monitoring into our oversight processes. In 2025, we continued to advance our sustainability agenda across key focus areas.



Our FTSE4Good Bursa Malaysia (F4GBM) Index ESG Score improved to 4.3 from 3.9 in 2025

Improved ranking from 38th to 35th out of 847 PLCs in Malaysia for NACGSA 2025



Company of the Year (Insurance) Community Care Excellence Award



Following the formalisation of our Net Zero commitment and the setting of Scope 1 and Scope 2 emissions reduction targets last year, we progressed towards establishing a structured emissions baseline and an enhanced monitoring framework. Concurrently, climate risk governance was strengthened in alignment with IFRS S2 expectations, including the completion of Climate Risk Stress Testing for our Malaysian general insurance subsidiary in December 2025, which considered a range of climate scenarios including a Net Zero transition pathway, as well as the incorporation of flood risk assessments for our data centre into the corporate risk register.

Chairman’s Review

The deliberate steps we have taken to strengthen governance structures, disclosure practices and risk management processes have aligned us closely with emerging expectations under Malaysia’s National Sustainability Reporting Framework (“NSRF”), while also strengthening our standing on sustainability indices. Our FTSE4Good Bursa Malaysia (“F4GBM”) Index ESG score improved to 4.3 from 3.9 in 2025, a rating that not only placed us firmly within the highest four-star band, but also elevated our FTSE4Good standing ahead of key peers within the Malaysian insurance industry. We have been consistently maintaining and improving our position in the index since 2021.

Likewise, we also improved our results in the National Annual Corporate Governance and Sustainability Awards (“NACGSA”) 2025, which recognises public-listed companies that demonstrate strong leadership, transparency and responsible business practices. During the year, we improved ranking from 38th to 35th out of 847 PLCs in Malaysia for NACGSA 2025.

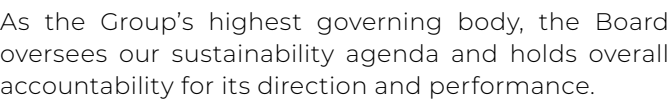
Meanwhile, through our dedicated Corporate Good platform, we continued to collaborate with local authorities, non-governmental organisations (“NGOs”) and media groups to deliver meaningful community initiatives, including a mangrove and fruit tree planting programme, the development of hydroponic vegetable farms for B40 families, and the establishment of financial literacy learning corners in local schools. These activities mobilised more than 90.0% of our workforce, with 410 employees contributing a total of 2,525 volunteer hours during 2025, keeping us on track to meet and exceed our three-year target of 6,000 volunteer hours once again.

Our Corporate Good initiatives and broader social responsibility efforts were also recognised by the wider industry in 2025. We received the Company of the Year (Insurance) Community Care Excellence Award at the Sustainability and CSR Malaysia Awards 2025, and were honoured with Malaysia’s Company of the Year Award (Ethical Leadership & Social Impact) at the Top Asia Corporate Ball 2025.

 For more details on our sustainability framework, strategies and performance, please read our Sustainability Statement from pages 48-122.

Sustainability Statement

Board of Directors



The Board's responsibilities include:

- ## Risk Management Committee

The RMC's responsibilities include:

- The SWG, in turn, supports the Sustainability function through cross-functional collaboration with representatives across various business and functional units.

Sustainability Function

The Sustainability Function is responsible for managing sustainability at the day-to-day level, including monitoring deliverables and reporting, while also functioning as a project management office to coordinate implementation across the organisation.

The Sustainability Function is responsible for:

- Managing overall sustainability performance, driving initiatives and monitoring targets
- Acting as a central point of contact for business units on sustainability matters
- Keeping SuCom informed of sustainability progress and presenting relevant proposals for consideration
- Monitoring ESG developments and regulatory requirements, and seeking guidance from SuCom where necessary

The SWG is a cross-functional platform comprising representatives from various business and functional units, supporting the implementation of the Group's sustainability agenda.

In 2025, we extended the working group to enhance coordination on climate-related matters across the Group.

The SWG is responsible for:

- Facilitating the Sustainability function in the implementation of sustainability-related initiatives
- Supporting the accuracy and transparency of sustainability disclosures



Our Governance

Aligning with the UN SDGs



Mapping to Our Capitals



Sustainability Material Matters

- Corporate Governance, Integrity & Risk Management
- Data Governance, Privacy & Cybersecurity



Corporate Governance, Integrity & Risk Management

Key Performances



Strong governance is the foundation of our resilience as an organisation and the basis of stakeholder trust. In an increasingly complex regulatory and risk environment, upholding robust governance practices minimises our exposure to potential reputational, financial and legal impacts arising from unethical conduct, while promoting a culture of responsible decision-making reinforces accountability and supports our standing as a leading organisation within our industry and Malaysia as a whole.

Through comprehensive and well-thought-out policies, strong oversight mechanisms and continuous engagement across the organisation, we work to ensure that integrity remains embedded in every aspect of our business. At the same time, we provide effective and trusted mechanisms for employees and stakeholders to raise concerns or report suspected misconduct, ensuring that potential issues are prevented, identifiable and addressed transparently and responsibly.

Building a Robust Policy Framework

Our approach to corporate governance and ethical conduct is grounded in strong policy commitments aligned with national laws, regulatory expectations and recognised governance best practices.

Central to this framework are our four codes and core policies which establish clear standards of conduct and guide ethical behaviour across the organisation and throughout our value chain:

- Code of Conduct Manual ("CoC")
- Code of Business Conduct for Third Parties Manual ("CoBC")
- Group Anti-Bribery and Corruption Policy ("ABC Policy") with the No Gift Policy incorporated
- Group Whistleblowing Policy ("WB Policy")

Together, these documents define the expectations placed on our Board of Directors, employees, business partners and third parties, ensuring that integrity remains embedded across all operations and business relationships.

The guidelines and practices outlined within these documents align fully with the Malaysian Code on Corporate Governance 2021, in addition to various regulatory frameworks governing our operations, including the Financial Services Act 2013, Companies Act 2016, applicable Bank Negara Malaysia policy documents, the Malaysian Anti-Corruption Commission (MACC) Act 2009 and Bursa Malaysia's Main Market Listing Requirements.

Effective governance is also supported by dedicated expertise, with our Group Integrity Unit, led by a Malaysian Anti-Corruption Academy (MACA) Certified Integrity Officer, responsible for strengthening our governance practices and promoting a culture of integrity throughout the organisation.

Maintaining Zero Tolerance Against Bribery & Corruption

We maintain a strict ZERO-TOLERANCE stance against all forms of bribery, corruption, fraud, money laundering and abuse of power as set out in our ABC Policy, which is aligned with Section 17A of the Malaysian Anti-Corruption Commission Act 2009, the United Nations Convention Against Corruption (UNCAC) and other applicable laws and regulatory requirements.

In 2025, our ABC Policy framework, together with the robust Anti-Bribery and Corruption System (ABCS) was enhanced with clear expectations and controls governing gifts, hospitality, donations, and political contributions, as well as mechanisms for the prevention, detection and management of corruption-related risks across our operations. Key measures include:

No Gift Policy and Limited Exceptions:

Striking a good balance between total compliance with existing laws and accepted cultural practices, the Group maintains a strict No Gift Policy, with very few limited exceptions developed in close consultation with MACC. Gifts under these exceptions are permitted PROVIDED ALWAYS that there is absolutely ZERO intention for any such gifts / prizes to be "bribes in disguise". The few exceptions that apply are Celebratory Gifts for births, weddings and official launches, Customary Gifts of respect for collaborative or exploratory business meetings, Festive Gifts for cultural and religious celebrations, and Sympathy Gifts for hospitalisation and death. A RM400 gift threshold applies to these exceptions above. Simple Token Gifts are also permitted for surveys, testing, questionnaires, etc., and Lucky Draw Gifts won openly and transparently are also permitted.

Strict Control Measures: All permitted gifts and prizes under the very limited exceptions to the No Gift Policy are subject to strict Control Measures in the form of the mandatory Gift Application Form and Gift / Prize Received Declaration Form that must be completed by every applicant / recipient, and approved by every relevant Line Manager and Function Head, all as the 1st Line of Defence Against Bribery and Corruption.

Our Governance

Our Governance



Data Governance, Privacy & Cybersecurity

Key Performances



Zero
breaches of customer privacy or losses of customer data



Conducted a cyber drill exercise with **17** key participants from across the organisation

As an insurer, we are entrusted with a significant amount of personal data belonging to our customers and stakeholders. This exposes us to considerable cybersecurity and data privacy risks, heightened by an increasingly complex threat environment where new methods of accessing sensitive data continue to emerge, including identity theft, phishing, ransomware and other forms of cyber attacks.

To manage these risks, we adopt a structured approach to data governance, built on robust policies, alignment with regulatory frameworks and the implementation of strong internal controls, supported by ongoing training and development across our workforce.

Adopting Best Practices

We align our data governance and cybersecurity practices with recognised industry standards through the implementation of internal policies and adherence to relevant regulatory requirements.

At the core of this approach is our Group Privacy and Data Risk Management Policy, which defines how personal data is managed and protected across the organisation. The policy aligns with Bank Negara Malaysia's Policy Document on Management of Customer Information and Permitted Disclosures (MCIPD), which sets out clear expectations for financial institutions in safeguarding customer information.

In addition, we comply with BNM's Risk Management in Technology (RMiT) policy and are aligning with the revised November 2025 guidelines to strengthen technology and cyber risk management and enhance service resilience. Our practices also adhere to the requirements of the Personal Data Protection Act 2010 (PDPA).

In line with RMiT requirements, our Information Security Officer is responsible for safeguarding information assets and systems, enforcing data governance standards and ensuring that appropriate cybersecurity measures are implemented across the organisation.

To remain aligned with regulatory developments, we maintain active engagement with BNM and the Personal Data Protection Department (JPDP). In doing so, we remain abreast of updates to the MCIPD policy document, with the latest iteration released in October 2025 currently under review.



Data Privacy Practice Procedure

Our Group Privacy and Data Risk Management Policy is supported by the Data Privacy Practice Procedure, which translates policy-level guidance into operational processes governing how personal data is handled across the organisation.

The procedure focuses on ensuring that access control measures are closely aligned with the policy and that the processing of personal data is carried out in line with individuals' rights and choices. It also provides guidance on handling data access requests in a timely and responsive manner.

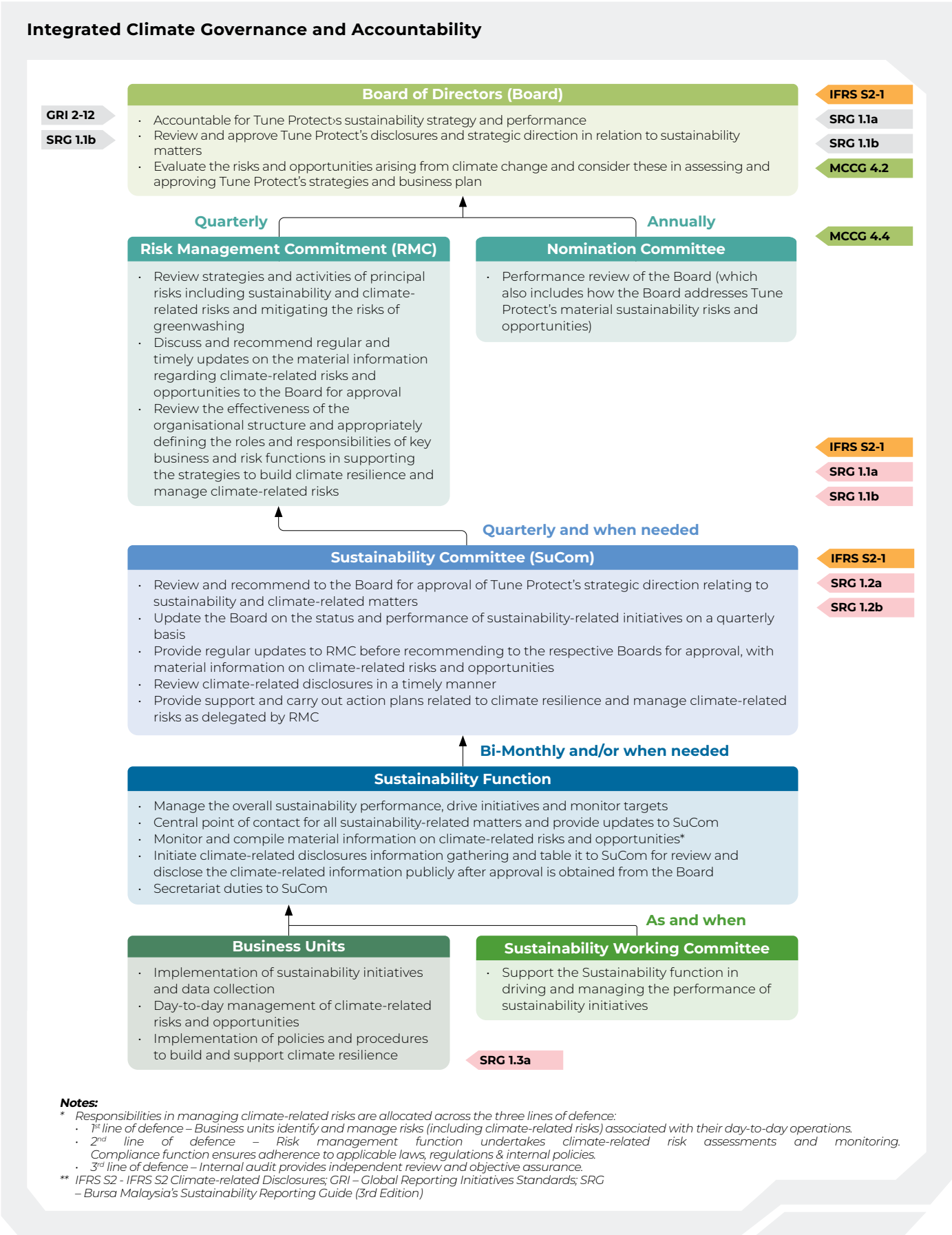
In addition, the procedure outlines key processes required to ensure compliance with regulatory requirements and internal control measures related to personal data protection. These include the renewal of data user registrations, the management of personal data requests from third parties, ongoing training and awareness programmes, and site visits conducted by the JPDP.

Through this structured procedure, we ensure that our commitments to protecting personal data are consistently translated into operational practice across the organisation.

Baseline setting

for Scope 1 and 2 for the Group

Our Environment



In line with CRMSA principles, the Board and Management have reviewed climate-related agenda items on a quarterly basis to ensure structured and proactive governance.



Our Environment

We remain committed to enhancing our capacity to manage climate risks and implementing strategies reinforcing climate resilience. This includes focusing on capacity-building initiatives and providing targeted training programmes for the Board, senior management and key employees.

Remuneration and Compensation

We incorporate sustainability targets, including environmental performance indicators into our executives' performance assessments to reinforce accountability and drive meaningful sustainability outcomes. These KPIs cascade from the Board to the Group CEO, senior management, and the employees, with the Board also required to attend annual sustainability- or climate-related training.

Building on the existing 5% weighting, a total 10% of KPIs are now linked to sustainability and governance-related areas, including climate performance. In addition, our Corporate Good ("CoG") initiatives drive employee engagement in environmental initiatives, guided by a three-year target of completing 6,000 CoG hours by 2027.

For more information, please refer to the Remuneration report on pages 143-146.

Training and Development

The Board and senior management actively participate in various training programmes and conferences to stay informed about the evolving sustainability and climate change landscape while connecting our employees to both formal and informal learning opportunities that enhance their knowledge and practical capabilities in this critical area.



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FROM OUR LEADERSHIP

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Our Environment

Process and Management of Climate-Related Risks

Managing Our Risks

We manage climate-related risks through strategic risk mitigation measures and corporate governance initiatives. With the escalating effects of climate change, including more frequent and severe events such as floods, our focus remains on safeguarding our business and strengthening resilience. In pursuit of this goal, we have developed and implemented cutting-edge protocols to address climate-related risks, in line with BNM’s CRMSA and CRST policy documents.

Climate change considerations are integrated into the Group’s overall risk management framework as part of established risk management processes. Climate-related risks are identified, assessed and monitored using the Group’s Risk Classification framework, in alignment with our Group Risk Management Policy with impacts evaluated across key financial risk categories, including credit risk, market risk, insurance risk, liquidity risk and operational risk. As part of quarterly reviews of our climate risk register, existing controls and mitigation measures are assessed to ensure appropriate safeguards are in place to manage potential impacts. Climate-related risks are also considered within the vendor due diligence process to identify potential ESG risks, with the

process also enabling the communication our sustainability expectations.

While our latest assessment indicates that the financial impact from climate-related risks remains limited at present, we continue to proactively monitor these risks to support timely identification and effective management of potential exposures.

Processes for identifying, assessing, and managing climate-related risks that are integrated into the organisation's overall risk management.

Integrating Climate Risks into Risk Management

We are committed to fully embedding climate-related risks and opportunities into our risk management and assessment processes. These efforts are overseen by our appointed senior management with the support of the risk team and subject to review and approval by the SuCOM. This governance structure is further supported by the Sustainability Unit and a dedicated climate-related project team, strengthening both the integration of climate considerations and our overall governance framework.

Our initiatives this year included:

- Adding flood risk assessments for our data centre to the corporate risk register
- Incorporate environmental-related questions into our counterparty due diligence form to strengthen sustainability-aligned risk screening, with implementation underway for vendors, including new appointments and contract renewals
- Continuously monitoring our Enterprise Risk Register with incorporated potential climate change impacts

Based on current evaluation, climate risks still remain immaterial to our existing risk categories. However, we continue to refine our risk mapping process and monitor higher risk climate related sectors to ensure targeted and effective mitigation.

Existing Controls for Alignment to CRMSA and its Enhancements in 2025

Area	Outcome
Risk Appetite	• Existing climate-related risk appetite statements continue to be applied and monitored under the risk appetite framework • Risk appetite metrics are being refined and strengthened, including through the introduction of clearer thresholds and early warning indicators
Climate Risk Assessment Methodology (CRAM)	Quantitative and qualitative metrics continue to be applied under both business-as-usual and stress scenarios to monitor climate-related risks.
Risk Register	• Climate-related risks continue to be discussed and assessed during regular risk register reviews • Business Units consistently evaluate potential financial, product and customer impacts • Flood risk assessments for our data centre have been incorporated into our corporate risk register
Due Diligence	• Enhanced due diligence forms remain in use • Climate risk evaluation continues to be embedded within onboarding and periodic review processes
Procedure on Data Collection for Climate-Related Risks	• Enhanced procedures remain in force with clearly defined roles and responsibilities • Business units continue to collect and report climate-related data in accordance with established requirements

Our Environment

METRICS AND TARGETS

In our commitment to transparency and accountability, we have established appropriate risk metrics to effectively identify, assess and manage climate-related risks:

Metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

Our Products and Services

Zero Coal in our Portfolios

We remain committed to fully removing coal exposure from both our underwriting and investment portfolios by 2030. In support of this commitment, we have continued to strengthen our climate risk management practices while remaining aligned with the requirements of BNM’s CRMSA framework, supported by clearly defined metrics and targets to guide our climate action.

As of August 2023, our underwriting portfolio achieved Zero Coal status, and this zero coal-fired power exposure position continued to be strictly upheld in 2025. We remain firm in our commitment to no acceptance of coal-related risks in underwriting activities.

Climate Adaptation

Aligned with BNM’s Climate Change Policy and Toolkit (“CCPT”), we continually monitor and categorise climate-related exposures within our portfolio to refine our risk assessments and track associated risks and opportunities, 11.7% of our GEP was attributed to products designed to mitigate climate-related risks, demonstrating our ongoing efforts to adapt and respond to climate challenges.

Percentage of GEP/Contribution (%)

Product Type	2025
Flood under Motor class	0.3
Flood under Fire class	0.6
Flood under Other class	10.3
Electric/Hybrid cars	0.5

We also actively support the growth of renewable energy by underwriting projects in solar, hydropower, and biomass, with our Gross Written Premium in this sector reaching 0.1% as of 31 December 2025.

Deployment of Capital

No capital was allocated specifically to climate-related risks and opportunities in 2025. Nevertheless, we will continue to monitor climate-related developments and assess potential investment needs, particularly in areas such as operational efficiency improvements, energy-saving initiatives, process optimisation utilising digital technology, and relevant policy enhancements.

Exposure to High-Risk Sectors

In line with BNM’s Guidance Notes for CRMSA Engagements: Insurance and Takaful Operators (“ITO”), we continue to assess and monitor underwriting exposure to identified high-risk sectors, excluding the coal sector. This assessment supports enhanced transparency and risk management within our portfolio. As of 31 December 2025, our exposure to these sectors remains below 10.0%.

Climate Engagement

We engage our key counterparties periodically through questionnaires that assess their exposure to climate-related risks, track record in managing these risks, commitment to transition strategies, and future outlook. The most recent engagement was conducted in 2024, and the outcomes continue to be referenced for 2025.

In addition, we have incorporated climate-related due diligence into our vendor onboarding and renewal processes, covering 20 vendors to date. These assessments form part of our broader risk assessment to support informed engagement and renewal decisions.



Targets used by the organisation to manage climate-related risks and opportunities and performance against targets

Our Environment

Our Carbon Footprint

The Group targets to achieve

50% reduction for Scope 1 by 2030

50% reduction for Scope 2 by 2040, and

Net Zero for both Scope 1 and 2 by 2050.

Net Zero Roadmap

We are committed to reducing both direct and indirect GHG emissions under our long-term Net Zero Roadmap. Following the development of the roadmap in 2024, we established our Scope 1 and Scope 2 emissions baseline in 2025, supported by the use of internal Robotic Process Automation ("RPA") tools.

With our baseline established, we have since defined the following emissions reduction targets, against which progress will be monitored in the years ahead.

Operational Metrics and Targets

In our ongoing commitment to sustainability, we have been tracking GHG emissions since 2020, per the GHG Protocol Framework. In 2025, we refined our GHG inventory to include waste generated in our operations and business travel.

We recorded total emissions of 1,032.5 tonnes of CO₂e (tCO₂e), including Scope 1 emissions from Company-owned vehicles, Scope 2 emissions from electricity consumption and Scope 3 emissions from business travel and employee commuting, representing 68.7% of the Group's overall GHG emissions. We also reviewed our methodology in 2025, leading to a restatement of the previous year's GHG emissions to improve accuracy and consistency.

GHG Emissions

Emissions		Unit	2023	2024	2025
Scope 1:	Company-owned Vehicle	tCO ₂ e	12.8	17.2	12.5
Scope 2:	Purchased Electricity	tCO ₂ e	347.7	351.3	310.2
Scope 3		tCO ₂ e			
	Waste Generated in Operation	tCO ₂ e	-	2.1*	2.1
	Business Travel	tCO ₂ e	-	46.6*	375.85
	Employee Commute	tCO ₂ e	418.1	408.5*	331.9
Total		tCO ₂ e	778.6	825.6*	1,032.5

As part of our sustainability journey, we are monitoring waste diversion to and from landfills carbon footprint. The table below shows the total waste that is directed and diverted from landfills. The data is also used to calculate Category 5: Waste Generated in Operation.

Emissions		Unit	2024	2025
-	Waste diverted from disposal	tCO ₂ e	0.00003*	0.0002
-	Waste directed to disposal	tCO ₂ e	2.1*	2.1
Total waste generated		tCO₂e	2.1*	2.1

Note: An asterisk (*) indicates that the information has been restated due to changes in the emission factors applied, to enhance accuracy and consistency.

Our Environment

Our GHG emissions are calculated following the GHG Protocol: A Corporate Accounting and Reporting Standard. Scope 1, 2 and 3 emissions are measured using an organisational consolidation approach to boundary setting. The details of our carbon footprint calculations are outlined below and cover operations in Malaysia only:

GHG Emissions	Approach	Emission Factor Reference
Scope 1: Direct Emissions - Mobile Combustion	- Covers emissions from vehicles owned by the company and two owned by Tune Protect Malaysia. One fully fuel-based car was replaced with a hybrid vehicle in June 2022 - Emissions are calculated using fuel consumption data	UK Government GHG Conversion Factors for Company Reporting 2025
Scope 2: Indirect Emissions - Purchased Electricity	- Covers emissions generated from electricity purchased from the grid - Emissions are calculated using consumption data via location-based method - Electricity is purchased in Peninsular Malaysia from Tenaga Nasional Berhad - Electricity is purchased in East Malaysia from Sabah Electricity Sendirian Berhad and Sarawak Energy Berhad	Grid Emission Factor (GEF) 2022 by The Malaysia Energy Information (MEIH)
Scope 3: Other Indirect Emissions - Business Travel	- Covers emissions generated by employee travel for work-related purposes - Includes local and international business air and on-land travel - Road travel data is captured via our HR Management System based on mileage for on-land travel claims for public transportation and taxis	UK Government GHG Conversion Factor for Company Reporting 2025
- Employee Commuting	- Covers emissions generated by employees travelling to and from work. - We conducted a survey among employees to collect information on their mode of travel, distance travelled and total days worked from the office in the reporting year to estimate the commuting emissions	

Moving forward, we will continue to conduct comprehensive reviews of our Scope 3 emissions. Recognising the limitations to data availability and the evolution of external factors, we will supplement this regularly assess the reliability of our disclosures to accurately reflect our impact and progress.

Looking Ahead

Moving forward, we remain committed to strengthening our climate-related disclosures while progressively aligning with IFRS S1 and S2 requirements in line with evolving regulatory expectations.

To support timely adoption, we will continue to enhance our internal capabilities and governance structures and data management processes while expanding our Scope 3 emissions assessment beyond the categories currently disclosed, guided by considerations of relevance, data availability and materiality.

We will also continue to strengthen our climate risk management practices and integrate climate considerations more deeply into our strategy, risk and operational frameworks. Through these efforts, we aim to enhance organisational resilience while contributing to Malaysia's broader ambition of achieving Net Zero emissions by 2050.

Our People & Community

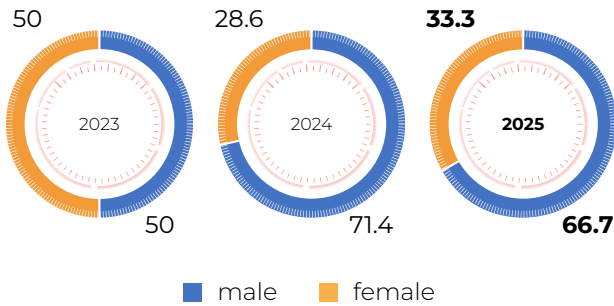
New hires by gender and age group

New employee hires (no.)	2023	2024	2025
Gender			
Male	48 (48.0%)	35 (38.0%)	44 (45.4%)
Female	51 (52.0%)	57 (62.0%)	53 (54.6%)
Age Group			
<30	45 (45.4%)	39 (42.4%)	36 (37.1%)
30-<40	38 (38.4%)	24 (26.1%)	31 (32.0%)
40-<50	11 (11.1%)	16 (17.4%)	17 (17.5%)
50 & above	5 (5.1%)	13 (14.1%)	13 (13.4%)

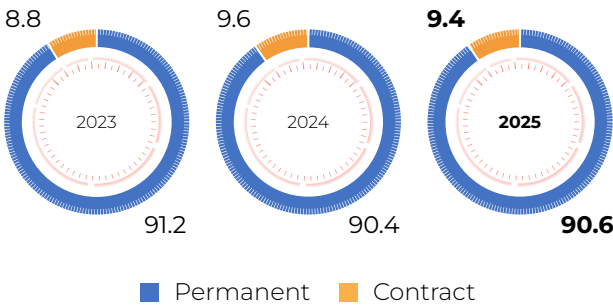
Employee turnover by gender, age group and employee category

Employee turnover (no.)	2023	2024	2025
Gender			
Male	52(50.0%)	48 (37.5%)	52 (53.6%)
Female	52 (50.0%)	80 (62.5%)	45 (46.4%)
Age Group			
<30	20 (19.3%)	41 (32.0%)	35 (36.1%)
30-<40	38 (36.5%)	41(32.0%)	34 (35.0%)
40-<50	23 (22.1%)	30 (23.5%)	12 (12.4%)
50 & above	22 (22.1%)	16 (12.5%)	16 (16.5%)
Employee Category			
Heads and Above	8	16	12
Manager	55	49	35
Executives	37	62	47
Non-executives	4	1	3

TPG Board Gender Composition (%)



Temporary & Contract Staff (%)



Looking Ahead

A fair and inclusive workplace will remain fundamental to how we attract, develop and retain talent in the future. Our efforts will focus on strengthening diversity

and inclusion across recruitment, development and workplace practices, while aligning to international standards and implementing practices that enshrine equal opportunity across our workforce and across our operations.

Our People & Community



Employee Wellness & Development

Key Performances



3,236 hours
of online learning and self-learning recorded



Zero
work-related injuries, high-consequence injuries and fatalities in 2025

At Tune Protect, we recognise employee wellbeing and professional development as essential drivers of organisational resilience and long-term success. A supportive, safe and growth-orientated workplace enables employees to perform at their best, adapt to change and contribute meaningfully to our long-term sustainability.

In 2025, we strengthened this position through initiatives that support employee growth, enhance workplace engagement and maintain a positive working environment. Through structured learning programmes, flexible workplace practices, strong governance frameworks and employee engagement initiatives, we continue to empower our people to thrive both professionally and personally, while reinforcing a culture of continuous improvement and shared purpose.

Providing Competitive Wages and Benefits

Employee wages and benefits are a key driver of long-term retention. We are committed to complying with all applicable minimum wage regulations across Malaysia for employees, ensuring that all employees are compensated fairly in line with statutory requirements. Beyond this baseline, we aim to provide a comprehensive and competitive suite of remuneration and benefits that support both the professional and personal needs of our employees.

Our benefits include a wide range of entitlements across:

- Leave: annual, birthday, medical, hospitalisation, prolonged illness, marriage, maternity, paternity, exam, compassionate, emergency and replacement leave
- Medical and protection coverage: outpatient, dental, hospitalisation and surgical, personal accident and term life
- Financial and wellbeing support: mobile phone, optical care and health screening reimbursements
- Professional development: professional subscriptions and our actuarial education and benefit scheme

Our People & Community

In addition, three flexible working arrangements are available to all employees, enabling them to adjust their work schedules, work remotely and enjoy greater autonomy in managing their daily routines.

Flex Working Arrangement

Flex-Dress

Dress comfortably

Flex-Time

Adjust your working hours to suit your needs and those of your team, ensuring coordination and collaboration with team members

Flex-Space

Work from home or at any other suitable location. Manage your own time and schedule

For employees with children, we offer 98 consecutive days of maternity leave and 14 days of paternity leave – double the number of mandatory paternity leave days (seven) stipulated by the Employment (Amendment) Act 2022. In 2025, a total of 11 employees took parental leave, with all 11 employees returning to work.

Return to Work Rate	2024		2025		Total
	Men	Women	Men	Women	
Employees entitled to parental leave (no.)	6	5	181	267	448
Employees who took parental leave (no.)	6	5	1	11*	12
Employees who returned to work after parental leave ended (no.)	6	5	1	10	11
Return to work rate ⁽¹⁾ (%)	100%	100%	100%	91.0%	92.0%

* one employee took maternity leave in 2025 and is expected to return to work in 2026

Retention Rate	2024		2025		Total
	Men	Women	Men	Women	
Employees who returned to work after parental leave ended and were still employees 12 months after their return to work (no.)	5	4	0	10	10
Retention rate ⁽²⁾ (%)	45.5%	80.0%	0%	100%	90.9%

Note:
Our calculations are based on the following:
⁽¹⁾ Return to work rate = $\frac{\text{Total number of employees that did return to work after parental leave}}{\text{Total number of employees due to return to work after taking parental leave}} \times 100$

⁽²⁾ Retention rate = $\frac{\text{Total number of employees retained 12 months after returning to work following a period of parental leave}}{\text{Total number of employees returning from parental leave in the prior reporting period (s)}} \times 100$

Our People & Community

Continuous Learning and Leadership Capability Development

The development of our workforce is critical to maintaining competitiveness in the financial services landscape. In line with this, we maintain a strong focus on capability building and continuous learning, ensuring that employees are equipped with the skills required to perform effectively and adapt to evolving business needs.

Our approach to learning and development combines structured learning, on-the-job development and self-directed learning. Training is delivered through a combination of mentoring, coaching, supervisor guidance and structured programmes, guided by our Group Learning and Development Policy. In addition, learning is embedded within our performance management framework, where self-development is a compulsory KPI for all employees. Managers, meanwhile, are evaluated based on the development of their teams, incentivising them to ensure that employees under their charge have access to training initiatives that are purpose-fit to their roles and responsibilities.

To support the development of a future-ready workforce, we have implemented the 9-Box Talent Grid to assess employees based on performance and potential during the annual performance review cycle. The assessment is conducted jointly by Heads of Department and the Executive Committee (“ExCOM”), to identify key talent and inform succession planning and targeted capability development. Insights from the 9-Box Talent Grid are used to design customised learning pathways that strengthen leadership pipelines and support sustainable organisational capability.



In 2025, training and development programmes focused on team building, strategy workshops, compliance training and functional training, reflecting our commitment to strengthening both individual and team performance. These areas of focus are critical to nurturing professionals with strong compliance and governance mindsets, as well as the agility and self-directed capabilities required to stay up to date with evolving trends in the industry.

The effectiveness of these programmes is continuously assessed through employee surveys to ensure that learning priorities remain aligned with the needs of both our workforce and the business.

In addition to these structured learning programmes, employees are provided with access to e-learning platforms such as the UNGC Academy and Outclass, enabling them to undertake learning at their own pace and according to their individual development needs. Through the UNGC Academy, employees deepen their understanding of sustainability-related topics aligned with the UN Sustainable Development Goals, including climate change, gender equality and anti-corruption. In parallel, Outclass provides access to over 100,000 learning resources spanning technical, professional and personal development areas, supported by curated learning pathways in key competency areas such as leadership and management.

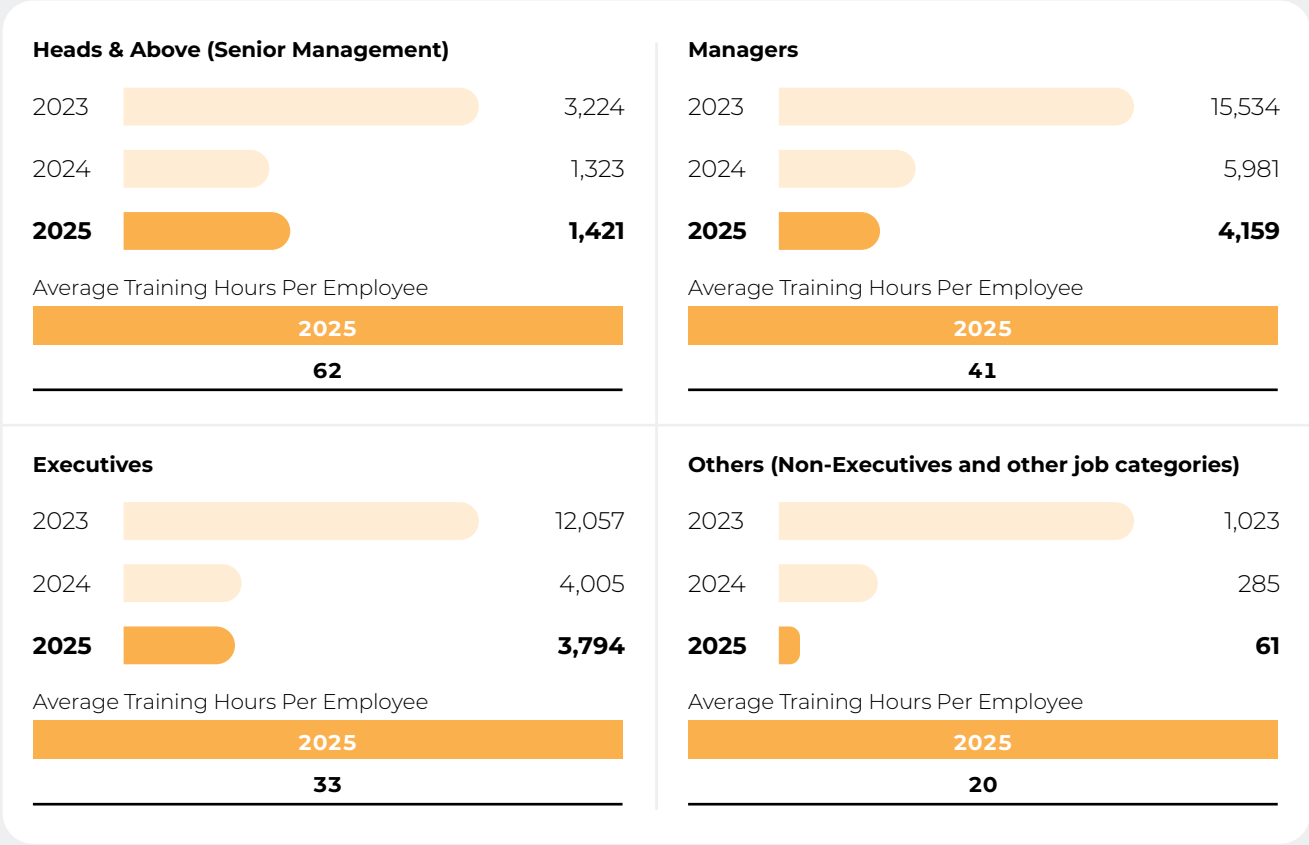
In 2025, a total of 3,236 hours of online and self-learning was recorded across the organisation, comprising more than one-third of our total training hours of 9,435. This equated to an average of 2.6 training days per employee.

Training Hours (no.)	2023	2024	2025
Total Training Hours	31,838	11,593	9,435
Average Training Hours per Employee	66.6	25.9	21.1

Our People & Community

Our People & Community

Training Hours By Employee Category



Average training hours per employee by gender

Training Hours by Gender (no.)	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Average Training Hours per Employee	53.2	76.0	27.6	24.7	22.0	20.4

Developing Employee Skills

In 2025, we offered our employees the following programmes, building a wide range of functional skills, product-specific knowledge and competencies in key focus areas such as cybersecurity, digital technology and more.

Programme	Objective	No. of Participants
Breakthrough Mindset (e-learning)	This programme was designed to cultivate a growth mindset across teams, strengthening individual capacity while enhancing morale and motivation. It also aimed to promote high-performance teamwork by fostering empathy, trust and effective communication among team members.	33
Business Intelligence with Power BI Desktop	In line with our efforts to strengthen digital capabilities, this training equipped participants with the skills to transform raw data into actionable business insights using Power BI Desktop. Participants gained hands-on experience in data preparation, modelling, visualisation and dashboard development, enabling them to analyse trends, support data-driven decision-making and communicate insights effectively across the organisation.	7
Strategy Workshop	This workshop focused on strengthening leadership capability by guiding participants in developing clear and actionable strategic plans. Through structured analysis of organisational priorities, current challenges and emerging opportunities, it encouraged disciplined and strategic thinking. Supported by practical frameworks and collaborative discussions, participants enhanced their ability to make informed decisions, prioritise key initiatives and drive long-term business outcomes.	27
B2B Travel Comprehensive - Cruise Rider Product Briefing	This training provided participants with a comprehensive understanding of the Cruise Rider product within the B2B Travel Comprehensive portfolio, including its features, coverage and benefits. It enabled participants to confidently position and recommend the product to clients, supported by a clear understanding of eligibility criteria, claim scenarios and key differentiators.	33
B2B Travel Comprehensive - Worldwide Travel: Annual Cover	This session familiarised participants with the Worldwide Annual Cover plan, with a focus on coverage scope, policy structure, exclusions and key benefits for frequent travellers. It equipped participants to communicate product value effectively, tailor recommendations to customer needs and support informed decision-making in B2B travel insurance solutions.	30
IT Security Awareness And Data Protection	This training session was designed to equip participants with the knowledge, skills and best practices required to protect organisational data, digital assets and systems from security threats. Through its implementation, we successfully enhanced employees' understanding of cybersecurity risks, promoted the responsible use of technology and helped to ensure compliance with internal policies and applicable data protection regulations. By the end of the training, participants were able to identify common security threats, apply safe digital behaviours and safeguard sensitive information, contributing to a more secure and resilient work environment.	41

Our People & Community

Fostering Employee Engagement

A strong workplace culture fosters a sense of belonging and shared purpose, supporting sustainable organisational performance. To this end, we continued to invest in a range of employee engagement initiatives in 2025, focused on building stronger, more collaborative and trust-based teams across the organisation.

Employee Engagement Activities Carried Out in 2025

Chinese New Year

120 participants

Our teams came together to celebrate the Lunar New Year through traditional decorations, festive activities and team bonding moments, creating a joyful start to the year while strengthening connections across the organisation.



Quarterly Townhall - Raya Celebration

200 participants

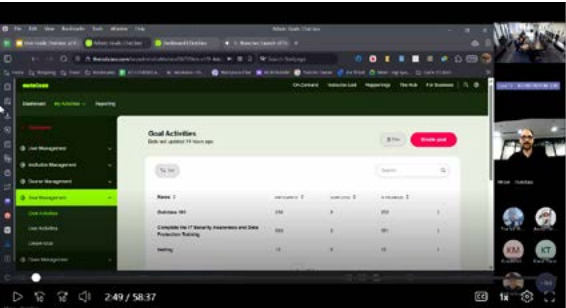
A combined quarterly town hall and Hari Raya celebration where employees were updated on business performance, organisational priorities and key achievements, while also embracing the spirit of the festive season in a shared and inclusive setting.



Outclass

200 participants

An innovative learning approach delivered through the Outclass platform, bringing together multiple resources, workshops and knowledge-sharing sessions to upskill employees in an engaging and accessible manner, while encouraging continuous learning across the organisation.



Mega Team Building

250 participants

A large-scale team-building event where employees participated in interactive activities and shared experiences that strengthened collaboration, trust and communication across teams and departments.

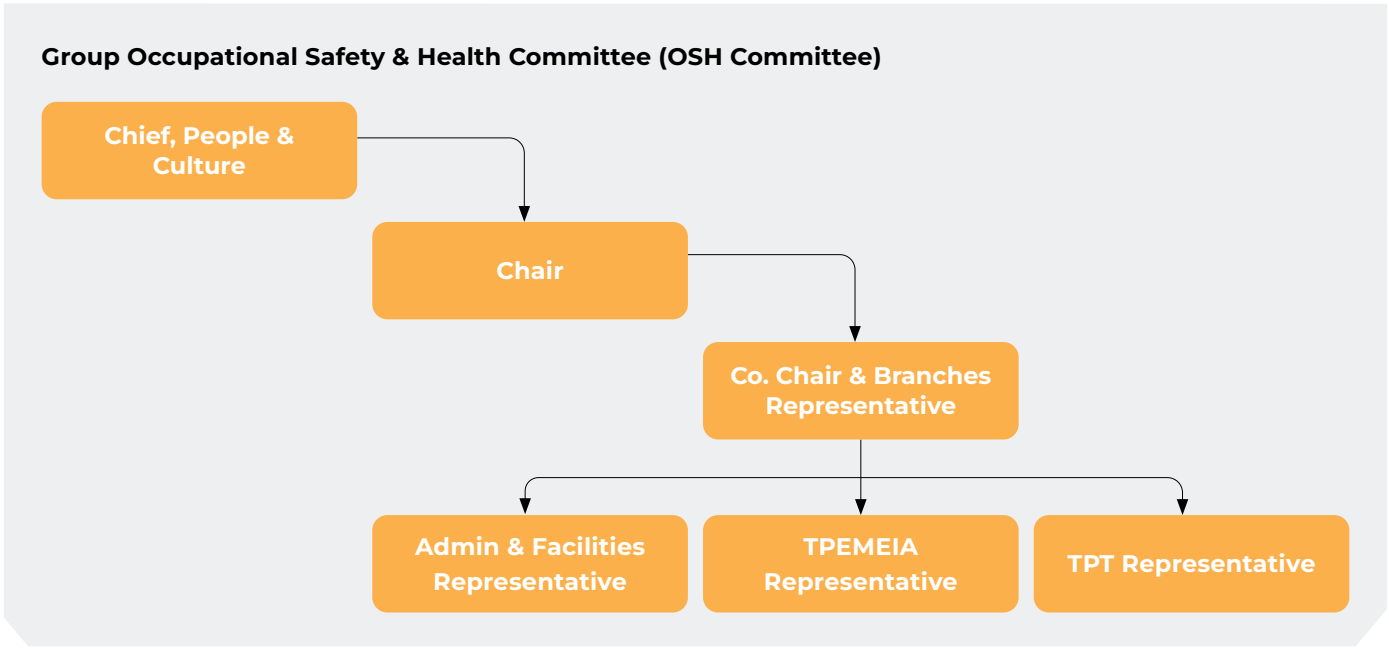


Our People & Community

Strengthening Occupational Health and Safety

We prioritise the health and safety of our employees by implementing appropriate measures and protocols in line with the Occupational Safety and Health Act 1994 and the Fire Services Act 1988. Our approach is anchored in a comprehensive occupational health and safety framework that outlines best practices in safeguarding our workplaces and employees.

This framework is overseen by the Occupational Safety and Health ("OSH") Committee, which is responsible for driving safety and health matters across the Group and instilling a culture of vigilance in relation to workplace hazards. The committee comprises representatives from each entity and branch within the Group, including our associate and joint venture companies, as outlined below.



Our People & Community

OSH team is responsible for leading and championing initiatives across three key areas:

Safety

- Fire safety & prevention
- Personal safety, accident prevention training, talks and events

Health

- Workplace health and wellness programmes
- Mental health awareness and support
- Training, talks and events on health and well-being
- Annual Blood Donation drives to promote health and save lives

Security

- General security practices

In FY2025, we strengthened the committee through the appointment of a new Chairperson and committee members, alongside 15 certified safety coordinators across our headquarters and branches which is tasked with implementing safety policies and procedures across the Group, including all branches, entities covered by collective bargaining agreements and visitors.

To support the effective execution of its responsibilities, the team includes individuals who have completed Emergency Cardiopulmonary Resuscitation (CPR) and First Aid training as well as fire safety training. In addition, the team issues internal haze advisory and flood advisory reports whenever such situations arise, helping to keep employees informed and prepared.

Supporting the work of the team, our headquarters, all our branches and our offices in Bangkok and Dubai are staffed with emergency response teams and fire marshals. Equipped with high-visibility reflective vests, LED torch lights, whistles, guide flags and basic megaphones, these professionals are key to facilitating safe and quick evacuations in the event of a significant safety concern.



Our People & Community

OSH Initiatives in 2025

In 2025, we carried out a range of safety and health-related initiatives designed to strengthen awareness and build practical capabilities across our workforce.

Our Basic Life Safety Training (BLS) programme was delivered as a two-day course combining theoretical knowledge with hands-on skills development. Participants were trained to recognise life-threatening emergencies and administer emergency CPR and Automated External Defibrillator (AED) support effectively in such situations.

In parallel, selected employees underwent Occupational Safety and Health Coordinator training through a specialised three-day programme led by a certified Safety and Health Coordinator. The training focused on the requirements of the Occupational Safety and Health Act 1994 (OSHA 1994), equipping participants with the knowledge and capabilities to take on more active roles in promoting and leading safety and health practices within their respective workplaces.



Work-related injuries and fatalities

In 2025, we maintained our strong safety track record with zero work-related injuries, high-consequence injuries and fatalities reported.

Employees	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Fatalities (no.)	0	0	0	0	0	0
Recordable work-related injuries (no.)	0	0	0	0	0	0
High-consequence work-related injuries (no.)	0	0	0	0	0	0

Non-employees	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Fatalities (no.)	0	0	0	0	0	0
Recordable work-related injuries (no.)	0	0	0	0	0	0
High-consequence work-related injuries (no.)	0	0	0	0	0	0

Lost Time Incident Rate (LTIR)

	2023	2024	2025
Lost Time Incident Rate (LTIR)	0	0	0

	2023	2024	2025
Employee training on health and safety	147	8	12

Our People & Community

Employee training on health and safety

12 employees were trained on health and safety standards in 2025, with **7** participants in our Basic Life Safety Training course and **5** occupational safety and health coordinators receiving specialised training on the OSHA Act 1994 (Amendment 2022)

Looking Ahead

Moving forward, the safety, wellbeing and continued development of our workforce will remain central to the sustainability of our business. By maintaining vigilance in managing workplace hazards while remaining responsive to our employees' evolving development needs and the demands of our operating environment, we aim to sustain a safe, supportive and growth-oriented workplace.



Our People & Community



Corporate Good & Community Investments

Key Performances



2,525
volunteer hours
contributed by 410
employees



Continued to progress
towards achieving
6,000
CoG hours
from volunteerism
during the period of
2025 to 2027



RM285,460
invested in community
initiatives with 6,274
individuals

At Tune Protect, we view community engagement and investment as an integral extension of our role as a responsible insurer. Through a combination of targeted programmes, employee volunteerism and inclusive products, we seek to create meaningful and lasting social impact across the communities in which we operate.

Our approach is anchored in our Corporate Good (CoG) Framework, which prioritises support for unserved, underserved and underprivileged groups. Guided by this framework, we focus on initiatives that contribute to lasting socio-economic development, in line with our broader sustainability vision, In Tune for a Better Tomorrow.

In 2025, 410 Tune Protectors contributed a total of 2,525 volunteer hours across four key programmes spanning environmental restoration, urban farming, community outreach and financial literacy. These initiatives delivered tangible outcomes, including ecosystem restoration, improved access to fresh produce, enhanced sustainability awareness and the development of essential life skills within communities, while also contributing positively to environmental outcomes and supporting our net-zero ambitions.

To further extend our positive impact, we have linked a further 10% of our KPIs to sustainability, governance and climate-related performance, including employee participation in volunteer programmes, while maintaining our target of achieving 6,000 CoG volunteer hours by 2027. These targets provide a structured mechanism to encourage greater employee participation in community-based initiatives, supporting our efforts to scale our impact over time.

Our People & Community

Tune Protect Free Market: Give and Grow Programme

The Tune Protect Free Market: Give and Grow Programme was held on 21 June 2025 at The Curve, Mutiara Damansara, in order to promote greener living and sustainable habits within the community. A total of 45 Tune Protect volunteers distributed more than 2,000 potted plants, comprising both edible and decorative varieties, to members of the public. The event attracted strong community participation, with families, individuals and plant enthusiasts engaging actively throughout the day. The initiative reinforced our commitment to encouraging sustainable lifestyles and increasing public awareness of environmental stewardship.

45 Tune Protect volunteers distributed more than **2,000** potted plants, comprising both edible and decorative varieties

The event also included the distribution of 30 Kotak Rezeki food aid packages and a Hari Raya gathering with the community. This initiative forms part of a three-year CSR partnership with Harian Metro and supports our sustainability vision, *In Tune for a Better Tomorrow*.



Tune Protect Together

TPT-Tune Protect Together: Care for a Cause

was also installed, with projected annual production of 134 kg and more than 2,600 plants by May 2026. In addition, volunteers organised a community clean-up, with recyclables collected and proceeds returned to the residents' association to support local facilities, demonstrating how urban farming can strengthen food security while promoting environmental stewardship and community resilience.



We organised the *Tune Protect Together: Care for a Cause* initiative at Wat Thachang Wittayakarn School in Nakhon Nayok, reinforcing our commitment to supporting local communities. The programme focused on uplifting students and educators through charitable contributions and engagement activities designed to bring encouragement and opportunities to young learners. Through this initiative, we supported around 70 children, demonstrating how small acts of care can make a meaningful difference while strengthening relationships with communities across Thailand.

Our People & Community

Empowering Youth Through Education

Financial Literacy Programme with Harian Metro

In conjunction with Financial Literacy Month 2025, we delivered financial education programmes across four primary schools nationwide. SK Kampung Baru Si Rusa, Port Dickson, Negeri Sembilan

- SK Jongok Batu, Dungun, Terengganu
- SK Haji Abdullah Sadun, Alor Setar, Kedah
- SK Kampung Tengah, Segamat, Johor



The programme introduced students to budgeting, saving, smart spending, insurance awareness and financial planning through interactive learning stations and activities. These engagements also raised awareness of the risks of child labour and students' rights to education, financial knowledge and informed decision-making, empowering them to make smarter choices for their long-term development.

A total of 39 volunteers engaged directly at SK Kampung Baru Si Rusa, while more than 60 employees supported activities across the Northern, Southern and East Coast regions.

Corporate Good Programme	Volunteers	Hours
TKHM Mangrove Planting and Beach Cleanup	84	470
Sunway X Farms Grow & Give – Session 1	53	315
Free Market Give & Grow Programme	45	350
Sunway X Farms Grow & Give – Session 2	62	360
Sunway X Farms Grow & Give – Session 3	27	185
Nationwide Branches Financial Literacy Programme	102	610
Sunway X Farms Grow & Give – Session 4	37	235
Total	410	2,525

CSR Investment and Impacts

Year	Donation/ Contribution (RM)	Number of Beneficiaries
2023	269,115	7,834
2024	240,189	2,846
2025	285,460	6,274

Our People & Community

AWARDS & RECOGNITION

Company of the Year (Insurance) for Community Care Excellence at the Sustainability & CSR Malaysia Awards 2025



On 17 July 2025, we were honoured to be named Company of the Year (Insurance) – Outstanding Community Care at the Sustainability & CSR Malaysia Awards 2025, in recognition of our impactful ESG, sustainability and Corporate Good (CG) efforts. This prestigious award was presented during a ceremony officiated by YB Datuk Seri Dr. Noraini Ahmad, Deputy Minister of Women, Family and Community Development.

Receiving the award at the ceremony, How Kim Lian (“How”), Group Chief Executive Officer of Tune Protect, paid tribute to the continued dedication of our people across three impactful years. How also used this platform to announce that we have pledged another 6,000 volunteer hours between 2025 and 2027, with a specific focus on conservation, community upliftment and creating lasting impact.

Looking Ahead

During 2025, our sustainability vision, “In Tune for a Better Tomorrow,” provided a roadmap for our journey toward a more resilient and sustainable future. Looking ahead, we are energised and motivated at the prospect of delivering 6,000 more hours of volunteerism between 2025-27, and formulating plans to ensure these hours have maximum impact. Our programmes in 2025 have already helped us to make significant progress towards this goal, while also contributing to our overarching aim of leaving a positive, lasting legacy for the planet and its future generations.

Furthermore, by continuing to foster a workplace culture built on transparency, collaboration and shared purpose, we aim to empower employees to actively contribute to our sustainability journey while reinforcing a strong sense of belonging and collective responsibility across the Group.

Our Business



Our Business

Treat Customer Fairly Charter



In complement to this, our Treat Customers Fairly Charter outlines seven principles that all our customer service professionals should uphold when dealing with customers:

Embed fair dealing in our institution's corporate culture and core values

Ensure that customers are provided with clear, relevant and timely information on financial services and products

Ensure that our staff, representatives and agents exercise due care, skill and diligence when dealing with customers

Ensure that customers are provided with fair terms

We commit to ensure that customers receive suitable advice and recommendations that consider their financial needs and conditions

Ensure that customers' complaints and claims are handled in a prompt, fair and effective manner

Treat vulnerable consumers fairly and equitably through the actions of our staff, representatives, and agents

Together, these frameworks establish clear expectations for service delivery and reinforce a culture that puts the needs of our customers first.

Making Claims Simpler and Faster

For many customers, making a claim represents the most critical moment in their relationship with an insurer. Recognising that claims often arise from stressful situations, we continue to seek ways to simplify the process and improve the overall customer experience.

Over the years, we have introduced several initiatives designed to streamline the claims process:

- **Travel Easy Travel Delay Benefit:** Simplifies claims for flight delays between three to nine hours by removing the need for supporting documents such as travel itineraries or delay confirmation.
- Our **digital submission** service module, which streamlines the request process and reduces the need for manual intervention, reducing turnaround time by two-thirds to one working day.
- **The One Claim Harmonisation Plan:** Enables AirAsia customers who have purchased Tune Protect policies to seamlessly manage their policies, view policy details, file claims and track claim statuses via the Tune Protect app, with this capability expanded across all countries in 2025.
- **Renewal reminders** have also been introduced for nine of our online insurance products, delivered through email, SMS, push notifications on the Tune Protect app and, in selected cases, WhatsApp.

In 2025, we also introduced the Instant Payout feature, a fast-track claims capability that enables eligible policyholders to receive near-immediate payouts once claims are approved via digital ePayment channels. The feature currently applies for Travel On-Time Guarantee (OTG) and Flight Delay claims and forms part of our broader effort to automate the claims journey from submission to payout.

In addition, we implemented an automated claims registration process that registers non-motor auto claims directly into our core system when reported by branches or business units through the Fast and Lean Operations (FLO) platform. This removes the need for manual data entry, enabling claims to be processed immediately, thus reducing delays, minimising errors and enabling faster payout.

Enhancing Customer Service

Since 2024, we introduced Zendesk, a cloud-based platform that centralises customer interactions across multiple channels including our website, email and social media.



Our Business

By consolidating customer enquiries into a single system, Zendesk enables our teams to respond more effectively while also generating valuable insights into common issues, service gaps and opportunities for improvement. These insights allow us to continuously refine our service delivery and enhance the overall customer experience. The platform also supports greater standardisation of service through clearly defined service level agreements and turnaround time benchmarks.

Customer feedback remains another important driver of improvement. In 2025, we expanded our Net Promoter Score (NPS) survey sampling process to capture feedback from a broader customer base rather than focusing only on online customers.

NPS is measured across both our customers and partners, allowing us to better understand the strength of these relationships and how effectively we are meeting their needs. In addition, we track Transactional Net Promoter Score (TNPS) to gauge satisfaction at specific touchpoints across the customer journey.

At the same time, we strive to drive greater consistency in how customer complaints are handled. Our target is to resolve complaints within 14 days of receiving sufficient supporting documentation and information. In addition to resolving each case, we also analyse the root causes of complex complaints in order to strengthen our processes and improve service outcomes.

Our Business

Our Business



Products & Offerings

Key Performances



Delay Lounge Pass was recognised at the **Travel Daily Media Excellence Awards 2025**

At Tune Protect, we pride ourselves on going beyond the norm in product development by delivering innovative solutions that address our customers' specific needs and pain points at every stage of their travel journey. Our focus is not only on providing protection, but on enhancing the overall experience through solutions that are practical, relevant and differentiated.

At the same time, we strive to ensure that our products and offerings incorporate broader environmental and social considerations, supporting more responsible and sustainable outcomes. This is guided by a structured approach to innovation, underpinned by our Product Development Policy, and strengthened through partnerships with airlines, travel technology partners and service platforms that expand our reach across regional markets, including underserved and unserved segments.

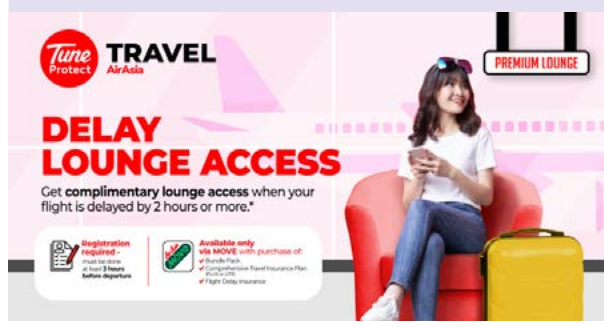
Expanding Customer-Centric Solutions

Over the years, we have introduced a range of innovative travel and protection solutions that go beyond traditional insurance coverage, addressing specific challenges while bringing greater value into our customers' lifestyles. These products include:



Delay Lounge Pass

Delay Lounge Pass enhances the travel experience by providing access to over 1,600 airport lounges worldwide when flights are delayed by two hours or more. This allows travellers to rest in a more comfortable environment during disruptions, reducing stress associated with long waiting times.



Travel Gadget

Travel Gadget provides coverage for personal electronic devices such as mobile phones, laptops and tablets against accidental damage and theft. The plan is designed to address the growing reliance on digital devices during travel, where loss or damage can significantly disrupt a trip. In addition to gadget protection, the plan also covers accidental death or permanent disability of up to RM10,000.



Cashless Hospital Admission

Cashless hospital admission enables travellers to receive medical treatment at overseas hospitals without the need for upfront payment. This reduces financial stress during emergencies and ensures timely access to care when it is most needed. The feature has been expanded across multiple ASEAN countries, enhancing the accessibility and convenience of travel insurance for customers travelling within the region.



Flight Watcher

Flight Watcher provides real-time monitoring of flight status using multiple data points, including airline operations, airport conditions and weather. Customers receive timely updates and alerts via digital channels, enabling them to respond proactively to delays, cancellations or changes in departure details.



Automated Check-in

Automated Check-in streamlines the boarding process by enabling the seamless delivery of boarding passes directly to passengers' mobile devices. The feature supports various traveller preferences, including seat selection and frequent flyer details, ensuring a smooth and personalised check-in experience.



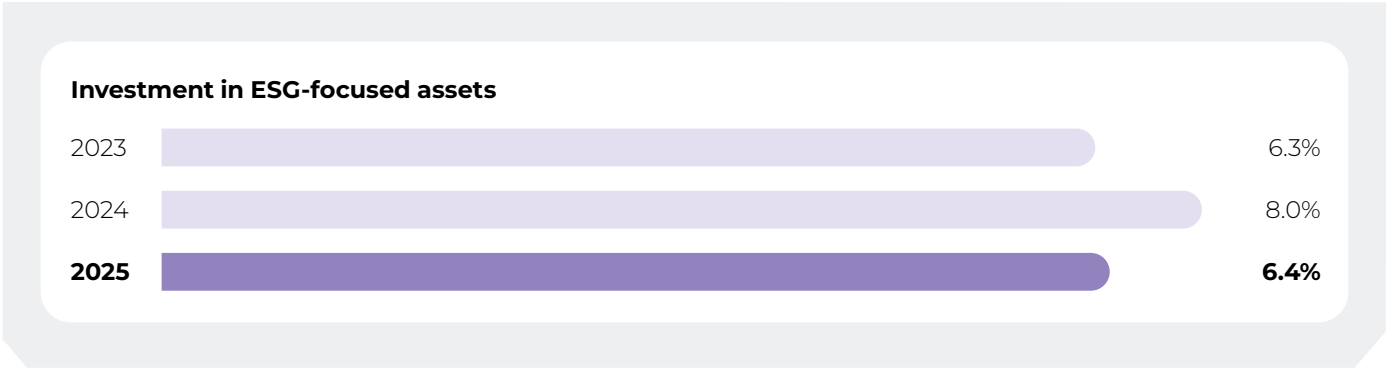
Cancel for Any Reason Protection

Cancel for Any Reason protection provides travellers with greater flexibility by allowing them to cancel their trips up to 24 hours prior to departure, regardless of the reason. This addresses a key limitation of traditional travel insurance, which typically covers only specified events.

Our Business

BNM’s Climate Risk Stress Testing (CRST) framework also informs our investment approach, supporting our assessment of investment risks, asset allocation decisions and the monitoring of climate-sensitive exposures, with the aim of enhancing overall portfolio resilience.

On a related note, our Zero Coal commitment remains a key component of our investment approach. Having achieved zero coal exposure in our underwriting portfolio in 2023 ahead of our 2030 target, we continue to uphold this standard across our investment portfolio. In 2025, we monitored existing mandates with coal exposure while ensuring that all new discretionary mandates are aligned with our zero coal requirement. In addition, we have excluded tobacco and arms manufacturing from our portfolios, reflecting our broader ethical commitments.



Maintaining Financial Stability

Maintaining financial stability is fundamental to our ability to serve our customers and support the broader financial ecosystem.

Through robust risk management practices, strong governance and strict regulatory compliance, we ensure that our operations remain resilient and well-positioned to navigate an evolving operating environment. This enables us to continue delivering reliable services while contributing to the stability and integrity of the insurance and financial sectors.

Looking Ahead

Responsible business practices will remain central to our business as we navigate an evolving insurance and consumer environment. Our focus will be on strengthening existing processes, enhancing oversight mechanisms, and identifying opportunities to raise standards across procurement and investment activities. Through this, we aim to further reinforce our resilience, maintain stakeholder trust, and support sustainable long-term growth.

NSRF Transition Relief (IFRS S2)

IFRS S2 Climate-related Table (Relief)

Core Element	Recommended Disclosures	IAR 2025 Page References
Governance		
Understand the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	a. Describe the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities.	65-66
	b. Describe management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	65-66
Strategy		
Understand an entity's strategy for managing climate-related risks and opportunities	a. Describe the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	69-73
	b. Describe the current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain.	69
	c. Describe the effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan.	70-72
	d. Describe the climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate- related risks and opportunities.	73
Risk Management		
Understand an entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process	a. Describe the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about: i. the input and parameters it uses to identify risks (for example, data sources, the scope of operations covered and the detail used in assumptions); ii. whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks; iii. how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria); iv. whether and how the entity prioritises climate-related risks relative to other types of risk; v. how the entity monitors climate-related risks; and vi. whether and how the entity has changed the processes it uses compared with the previous reporting period.	73-74

Note:
The data referenced relates to the Sustainability Statement covering pages 48 to 116.

Performance Table

Core Element	Recommended Disclosures	IAR 2025 Page References
Risk Management		
Understand an entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process	b. Describe management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	74
	c. Describe how the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	74
Metrics and Targets		
Understand a company's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation	a. Disclose information relevant to the cross-industry metric categories.	75-76
	b. Describe targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets.	76-77

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	Percentage of Heads and above received anti-corruption training	%	100	—	Internal
Anti-Corruption	Percentage of Managers received anti-corruption training	%	100	—	Internal
Anti-Corruption	Percentage of Executives received anti-corruption training	%	100	—	Internal
Anti-Corruption	Percentage of Non-Executives received anti-corruption training	%	100	—	Internal
Anti-Corruption	Percentage of operations assessed for corruption-related risks	%	100	—	Internal
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	—	Internal
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	285,460	—	Internal
Community/Society	Total number of beneficiaries of the investment in communities	Number	6,274	—	Internal
Diversity	Percentage of male in Heads and above	%	62.75	—	Internal
Diversity	Percentage of female in Heads and above	%	3725	—	Internal
Diversity	Percentage of male in management	%	43.65	—	Internal
Diversity	Percentage of female in management	%	56.35	—	Internal
Diversity	Percentage of male in Executives	%	31.49	—	Internal
Diversity	Percentage of female in Executives	%	68.51	—	Internal

Performance Table

Tune Protect Group Berhad

BMLR Transition Period

Date & Time: 2026-04-28 17:14:04

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of male in Non-Executives	%	31.58	—	Internal
Diversity	Percentage of female in Non-Executives	%	68.42	—	Internal
Diversity	Percentage of Heads and above aged 30-50 years	%	52.94	—	Internal
Diversity	Percentage of Heads and above aged ≥50 years	%	4706	—	Internal
Diversity	Percentage of Management aged <30 years	%	2.03	—	Internal
Diversity	Percentage of Management aged 30-50 years	%	71.57	—	Internal
Diversity	Percentage of Management aged >50 years	%	26.40	—	Internal
Diversity	Percentage of Executives aged <30 years	%	4310	—	Internal
Diversity	Percentage of Executives aged 30-50 years	%	49.72	—	Internal
Diversity	Percentage of Executives aged >50 years	%	718	—	Internal
Diversity	Percentage of Non-Executives aged <30 years	%	5.26	—	Internal
Diversity	Percentage of Non-Executives aged 30-50 years	%	52.63	—	Internal
Diversity	Percentage of Non-Executives aged >50 years	%	42.11	—	Internal
Diversity	Percentage of male directors	%	66.67	—	Internal
Diversity	Percentage of female director	%	33.33	—	Internal

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Tune Protect Group Berhad

BMLR Transition Period

Date & Time: 2026-04-28 17:14:04

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of directors with age >50 years old	%	100	—	Internal
Health and Safety	Number of work-related fatalities	Number	0	—	Internal
Health and Safety	Lost time incident rate	Rate	0	—	Internal
Health and Safety	Number of employees trained on health and safety standards	Number	12	—	Internal
Labour Practices and Standards	Total hours of training for heads and above	Hours	1,421	—	Internal
Labour Practices and Standards	Total hours of training for managers	Hours	4,159	—	Internal
Labour Practices and Standards	Total hours of training for Executive	Hours	3,794	—	Internal
Labour Practices and Standards	Total hours of training for Non-Executive	Hours	61	—	Internal
Labour Practices and Standards	Employees that are contractors	%	9.38	—	Internal
Labour Practices and Standards	Employee turnover by Heads and above	Number	12	—	Internal
Labour Practices and Standards	Employee turnover by Managers	Number	35	—	Internal
Labour Practices and Standards	Employee turnover by Executives	Number	47	—	Internal
Labour Practices and Standards	Employee turnover by Non-Executives	Number	3	—	Internal
Labour Practices and Standards	Substantiated complaints concerning human rights violations	Number	0	—	Internal
Supply Chain Management	Proportion of spending on local suppliers	%	96.82	—	Internal
Data Privacy and Security	Substantiated complaints concerning breaches of customer privacy and losses of customer data	%	0	—	Internal

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Performance Table

Date & Time: 2026-04-28 17:14:04
FYE 31/12/2025

Tune Protect Group Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Energy Management	Energy consumption	megawatt	43779	—	Internal
Water	Total volume of water used	Megalitres	116	—	Internal
Waste Management	Total waste generated	metric tonnes	4.55	—	Internal

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-28 17:14:04

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Profile of Directors

BOARD COMMITTEE

Audit Committee

Risk Management Committee

Nomination Committee

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M

Length of Tenure
4 Years 6 Months

Date of Appointment
5 October 2021

Number of Board Meetings Attended: (6/6)

100%

Chairman / Independent Non-Executive Director

QUALIFICATION AND WORKING EXPERIENCE

Dato’ Mohamed Khadar bin Merican (“Dato’ Mohamed Khadar”) joined the Board of Directors (“the Board”) of Tune Protect Group Berhad (“the Company”) as an Independent Non-Executive Director and as Chairman of the Board on 5 October 2021. On 4 October 2022, he was appointed as a member of the Risk Management Committee and Investment Committee of the Company.

Dato’ Mohamed Khadar has more than 40 years’ experience in financial and general management. He served as an auditor and a consultant in an international accounting firm before joining a financial services group in 1986. Between 1988 and April 2003, he held various senior management positions in the then Pernas International Holdings Berhad, a company listed on Bursa Malaysia Securities Berhad, including those of President and Chief Operating Officer. He had previously held directorships in various companies within the RHB Banking Group and ASTRO Malaysia Group.

Dato’ Mohamed Khadar is a Fellow of the Institute of Chartered Accountants in England and Wales and a Chartered Accountant of the Malaysian Institute of Accountants.

Dato’ Mohamed Khadar is also a Director of Capital A Berhad, Iris Corporation Berhad and BNP Paribas Malaysia Berhad.

Yuvasreetharan Muregesu (“Sree”) joined Tune Protect on 2 January 2021, and he is currently the Chief Operations Officer of Tune Protect Group (“Group”). He was the Head of Transformation – Group and Head of Technology for Tune Protect Malaysia, the General Insurance subsidiary of the Group prior to assuming his current role.

In his role, Sree oversees the Claims, Customer Excellence, Policy Processing, and Innovation functions across the Group. He is responsible for driving operational excellence by setting KPIs and performance targets, implementing process improvements, standard operating procedures (SOPs), and ensuring robust operational controls across functions.

Sree brings over a decade of experience in the insurance industry, with a strong background in technology, digital transformation, and operations. Prior to joining Tune Protect, he was the Head of Transformation and IT at AXA Affin General Insurance. His professional journey also includes roles in prominent multinational organisations such as Amway, DHL Express, and Hewlett Packard, where he led various technology and transformation initiatives.

He holds a Master of Business Administration (Hons) from Anglia Ruskin University, United Kingdom.

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F

Date of Appointment to the Current Role:

01 March 2024

Chief Risk & Compliance

Tan Eng Eng (“Eng Eng”) joined the Group on 1 March 2024 as the Chief Risk and Compliance Officer. In this role, Eng Eng oversees the Risk Management and Compliance functions of the Group. As a control function under Bank Negara Malaysia regulations, Risk Management and Compliance operates independently from business lines to provide objective assessment, reporting and assurance on the effectiveness of the Group’s risk management framework, as well as its compliance with legal and regulatory obligations.

Eng Eng brings over 20 years of experience in governance roles, spanning internal audit, risk management and compliance. She brings with her extensive experience across multiple industries including quick service restaurant, investment holding, private equity, aviation, broadcasting, fast moving consumer goods and banking.

Prior to joining the Group, Eng Eng held senior governance roles in several established organisations listed in Bursa Malaysia.

Eng Eng holds a Master of Business Administration from the University of Strathclyde and a Bachelor of Arts (Hons) in Economics from the University of Malaya. She is also a Fellow member of the Association of Chartered Certified Accountants and a member of the Malaysian Institute of Accountants and Institute of Internal Auditors Malaysia.

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M

Date of Appointment to the Current Role:

03 June 2025

Chief Actuary

Steven Ravindran Visvalingam (“Steven”) joined the Group on 3 June 2025 as the Chief Actuary. In this role, Steven oversees the actuarial function across the Group, including valuation and reserving, supporting capital management, financial reporting and forecasting, enterprise risk management, and regulatory reporting. He plays a key role in safeguarding the Group’s statutory capital position and supporting strategic business planning. He currently serves as the Appointed Actuary of Tune Protect Malaysia and Tune Protect Re.

Steven brings with him more than 30 years of experience in the insurance and reinsurance industries across Malaysia, Singapore and the wider Asia region. He has held senior actuarial leadership roles in general, life and reinsurance companies with direct reporting responsibilities to Boards of Directors and Chief Executive Officers.

Prior to joining the Group, Steven held senior positions at Pacific Insurance (Malaysia), Pacific Life Re (Singapore), JPWALL Consulting Partners (Malaysia) Berhad and AmGeneral Insurance Berhad (Malaysia), among others. He has extensive experience across valuation and reserving, capital management, financial forecasting, product pricing, reinsurance optimisation, enterprise risk management, and IFRS 17 implementation.

Steven holds a Bachelors of Economics from Macquarie University, Sydney, Australia and Masters of Applied Finance from the University of Melbourne, Australia. He is a Fellow of the Institute of Actuaries, UK and a Fellow of the Actuarial Society of Malaysia.

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M

Date of Appointment to the Current Role:

01 January 2021

Chief Executive Officer, Tune Protect EMEIA

ArijitMunshi(“Ori”)joinedTuneProtectCommercial Brokerage LLC (“TP EMEIA”), Dubai, the UAE on 1 May 2014. In his role as the Chief Executive Officer, Ori is responsible in identifying new areas of growth, revenue opportunities and customer acquisition within the Europe, Middle East, India & Africa (EMEIA) region focusing on providing digital Travel solutions to the Travel and Aviation industry, as well as looking at new areas of partnership and affinity within the non-travel industry segment.

Ori and his team manage relationships in providing digital solution with regards to ancillary products across the EMEIA region. With his vast experience within travel, digital and hospitality sector.

He has over 26 years’ experience within the various pillars of the travel and aviation industry which include Air Travel, Travel Management, Travel Technology and Hospitality.

He holds a Bachelor’s degree in Commerce from the University of Mumbai and has an MBA specialising in eCommerce.

Notes:
Other Directorship
None of the Senior Management has any other directorships in public companies and listed issuers.

Family Relationship
None of the Senior Management has any family relationship with any other Director and/or major shareholder of Tune Protect Group.

Conflict of Interest
None of the Senior Management has any conflict of interest with Tune Protect Group.

Conviction for Offences
None of the Senior Management has been convicted for any public sanction during the financial year ended 31 December 2025 or penalty imposed by the relevant regulatory bodies and offences within the past 5 years other than traffic offences, if any.

Corporate Governance Overview Statement

Board Meeting

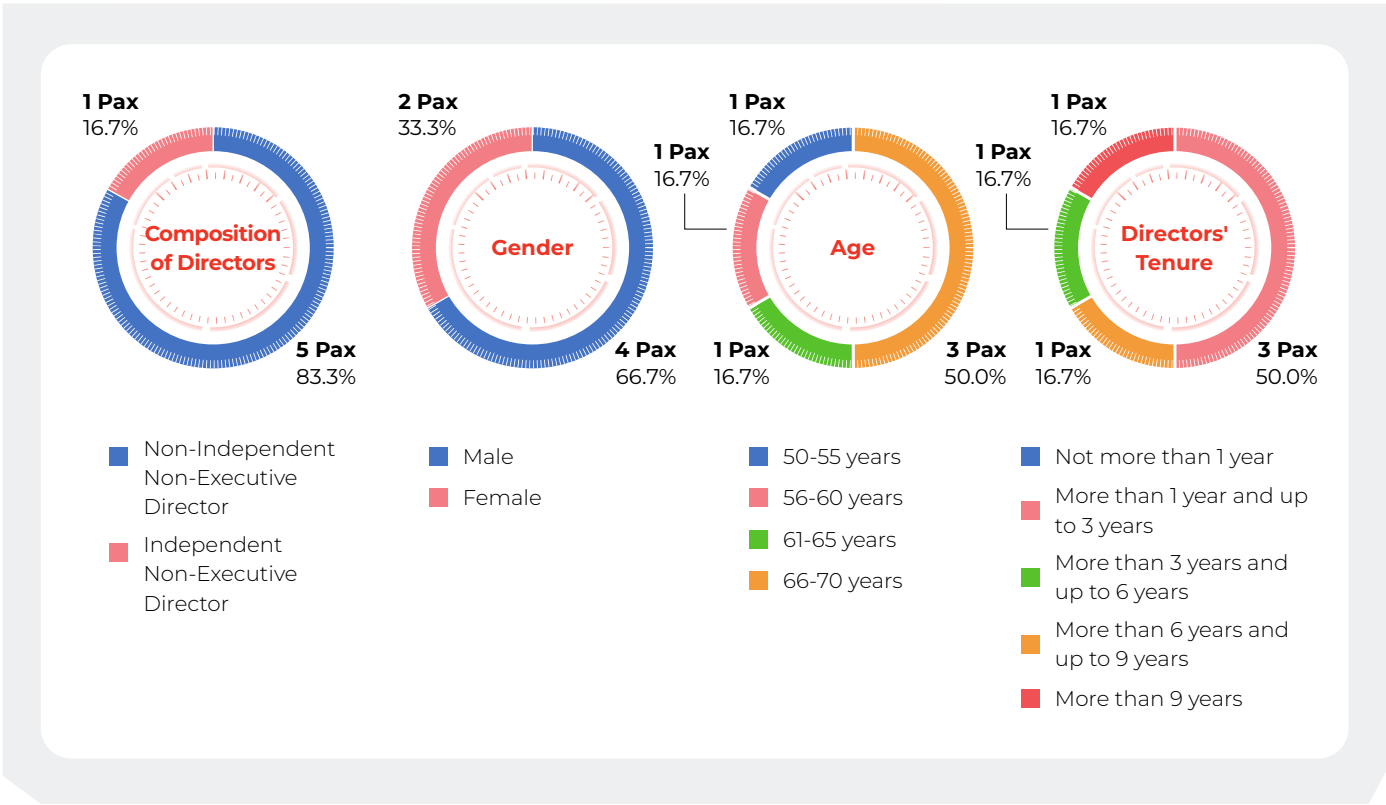
The Board Charter requires at least 75% of the Board meetings attendance. A total of six (6) Board of Directors' meetings were held during FY2025 and all six (6) Directors complied with the 75% requirement for minimum attendance.

Directors' Attendance at Board, Board Committees Meetings and General Meeting held in FY2025:

Director	Attendance
Dato' Mohamed Khadar bin Merican (Independent Non-Executive Chairman)	6/6
Mohamed Rashdi bin Mohamed Ghazalli (INED) (To be redesignated as NINED effective 1 June 2026)	6/6
Aireen Omar (NINED)	6/6
Ariff bin Rozhan (INED)	6/6
Jayakumar A/L Somasundram (INED)	6/6
Gan Mei Mei (INED)	6/6

Board Diversity

Board diversity at the end of the financial year under review were as follows:



During the FY2025, Mohamed Rashdi bin Mohamed Ghazalli, had served on the Board for more than nine (9) years.

The profiles of the Director are set out on pages 123 to 128 of this Annual Report.

Corporate Governance Overview Statement

Board Gender Diversity

The Board recognizes and embraces the benefits of having gender diversity in the boardroom as a mix-gendered board would offer different viewpoints, ideas, and market insights. With two (2) female directors currently, it has exceeded the requirement laid down in Bursa Securities LR to have at least one (1) female.

Moving forward, the Board continuously focus its efforts to establish a diverse Board with a variety of skills, experiences, ages, cultural backgrounds, and genders.

Appointment of Directors

The Board does not adhere to a fixed set of criteria for assessing and selecting director candidates. However, in line with the Fit and Proper Criteria, it is necessary for director candidates to have necessary experiences and competencies that can add value to the Board in the most effective manners. Additionally, good understanding of the business environment and a willingness to commit sufficient time and effort to fulfil the Board's duties and responsibilities are also crucial factors.

The Nomination Committee (NC) is responsible to facilitate the nomination and selection process of potential candidates with the right mix of skills, competencies, experience and other qualities that are required for an effective Board.

Potential candidate(s) may also be proposed by existing director(s), Executive Committee, or third-party referrals and/or independent sources. Upon receiving the proposal, the NC is responsible for assessing and evaluating the proposed candidates based on their skills, knowledge, character, integrity, expertise and experience, competency, commitment (including time), and where appropriate, the independence of the proposed candidate(s) for the appointment of independent directors. The NC may, at its discretion, conduct legal and other background checks on the proposed candidates, as well as formal or informal interviews.

Upon completing the assessment and evaluation of the proposed candidates, the NC would make its recommendation to the Board. The Board will then evaluate and decide on the appointment of the proposed candidates based on the NC's recommendation.

Meetings of the Board and Board Committees

The Directors' attendance at Board and Board Committee meetings are set out in the respective sections of the Board and Board Committees on page 138 of this Annual Report.

Meeting notices, agendas and papers are circulated to the Board with sufficient time for members to prepare for Board and Board Committee meetings. All Board and Board Committee meetings held during the year were conducted in an open atmosphere which allowed constructive challenge and debate, and all Directors were able to exert their independent judgement on the issues discussed. The Directors and Management maintain regular communication in between meetings.

The Board has unrestricted access to independent and expert advice at the Company's expense in performing its duties.

The Group CEO and Group Chief Financial Officer (Group CFO) of the Company shall normally be invited to attend the meetings to assist in the deliberations and resolution of matters raised. Where their expertise is required, internal personnel or any other external professionals may also be invited to attend the Board meetings.

Professional Development

The Board acknowledged that continuous education and professional development are essential for the Directors to discharge their fiduciary duties and carry out their responsibilities effectively. The Directors may request any training that are relevant to the industry and their professional development in addition to the Mandatory Accreditation Programme required by the Regulators.

List of Directors Training attended by each Directors during the year are set out on page 129 of this Annual Report and Section B of the CG Report.

Corporate Governance
Overview Statement

Corporate Governance
Overview Statement

Conflict of Interest

This Group Conflict of Interest Policy for the Directors (“COI Policy”) outlines the framework and the processes for purposes of preventing any conflicts from influencing or compromising objectivity and impartiality of business operations, as well as to safeguard reputation and credibility of the Company.

Following to Bursa Securities ML in relation to enhanced COI disclosures, the COI Policy was adopted in November 2025 to ensure its consistent application and effectiveness.

The declaration of COI or possible COI from the Directors were recorded in the minutes of the relevant meeting and the Director involved would abstain from deliberation and voting on the matter. Proposals with possibility of COI or potential COI situations presented at meetings of Board, Board Committees would later be recorded in the COI Register kept by Company Secretary.

Board Committees

The Board is supported by six (6) Board Committees that are chaired by Independent Directors with Independent Directors and Non-Independent Directors as members.

(a) Nomination Committee

The Board through its Nomination Committee conducts an annual review of its size and composition, to determine whether the Board has the right size, sufficient diversity and independence elements that fit the Company's objectives and strategic goals. There was a total of five (5) Nomination Committee meetings held during the financial year under review.

Key matters deliberated during the Nomination Committee meetings during the financial year under review were as follows:

- Reviewed and recommended the re-appointment of Directors of the Company.
- Reviewed and considered the proposed merger of Board Committees of the Company and TPM.
- Reviewed and discussed the succession planning for Board and Key Senior Role.
- Reviewed and discussed the compositions of the Board and Board Committees for companies within the Group.
- Conducted performance evaluation of the Board and Board Committees, including self-evaluation and review of the independence of Independent Directors.
- Reviewed and recommended the list of Key Responsible Persons.
- Reviewed and discussed the Directors' Training for the financial year ended 31 December 2025.

In the evaluation of the Audit Committee, the term of office and performance of the Audit Committee and each of its members were reviewed by the Nomination Committee to determine whether the Audit Committee and its members have carried out their duties in accordance with their Terms of Reference and there was no major issue identified.

The composition of the Nomination Committee and the directors' attendance is as follows: -

Name	Directorship	Attendance
Mohamed Rashdi bin Mohamed Ghazalli (Chairman)	Independent Non-Executive Director	5/5
Ariff bin Rozhan	Independent Non-Executive Director	5/5
Jayakumar A/L Somasundram	Independent Non-Executive Director	5/5

The Board Effectiveness Evaluation (“BEE”) for the financial year under review was supported by completing the following forms:

- Board Performance Evaluation Form
- Board Committees' Performance Evaluation Form
- Individual Director's Self and Peer Evaluation Form
- Independence Self Declaration Checklist
- Fit and Proper & Other Declarations

The Nomination Committee, facilitated by the Company Secretary, performed the BEE exercise. The Nomination Committee analysed the report and submitted its findings to the Board.

The BEE exercise covered the following scope:

Subject Matter	Key Scope
Assessment on Board	- Overall Board Effectiveness - Board Culture - Board Composition - Board Administration and Process
Assessment on Board Chairman	The effectiveness of Chairman's roles
Assessment on Individual Board member	Contribution to interaction, quality of input and understanding of roles

Overall, the result of the BEE for the financial year 2025 was positive, indicating that the Board, Board Committees and individual Directors were effective in discharging their roles.

Terms of Reference

The Terms of Reference of the Nomination Committee was last reviewed, revised and approved on 27 August 2025 and is available on the corporate website at **tuneprotect.com**.

(b) Remuneration Committee

The Remuneration Committee is responsible for determining the remuneration of Non-Executive Directors, Group Executive Committee ("EXCO") at Tune Protect Group. The Remuneration Committee reviews the Directors' Remuneration Policy and the remuneration policies for EXCO to ensure that the rewards are competitive, fair and aligns with company performance. A total of three (3) Remuneration Committee meetings were held during the financial year under review.

Key matters deliberated during the Remuneration Committee meetings held during the financial year under review were as below:

- Reviewed the proposed 2024 performance bonus and the proposed 2025 annual increment for employees (including Key Responsible Persons) and Senior Leadership Team.
- Reviewed the Group CEO's performance for 2024.
- Reviewed the Group CEO's Key Performance Indicators (“KPIs”) for 2025.
- Reviewed and discussed the Directors' Fees and Benefits from the conclusion of the AGM held on 24 June 2025 until the conclusion of the next AGM of the Company to be held in 2026.
- Reviewed and recommended the 2025 Corporate Scorecard.
- Reviewed and proposed the compensation package for Group CEO and Group CFO.

Corporate Governance
Overview Statement

The members of the Remuneration Committee are as follows:

Name	Directorship	Attendance
Mohamed Rashdi bin Mohamed Ghazalli (Chairman)	Independent Non-Executive Director	3/3
Ariff bin Rozhan	Member	3/3
Jayakumar A/L Somasundram	Member	3/3

Terms of Reference

The Terms of Reference of the Remuneration Committee was last reviewed, revised and approved on 27 August 2025 and is available on the corporate website at tuneprotect.com.

(c) Investment Committee

The Investment Committee was established to assist the Board in discharging its duties and responsibilities in the management of investments, including drawing up policies and procedures for monitoring, assets allocation, dealing, recording and reporting.

During 2025, the members of IC seen the change in chairmanship. Aireen Omar the former Chairperson was redesignated to member whilst Azian Kassim became the new Chairperson of IC on 1 November 2025. The members of the Investment Committee are as follows:

Name	Directorship	Attendance
Azian binti Kassim (Chairperson)	Independent Non-Executive Director	4/4
Aireen Omar	Non-Independent Non-Executive Director	4/4
Mohamed Rashdi bin Mohamed Ghazalli	Senior Independent Non-Executive Director	4/4
Dato’ Mohamed Khadar bin Merican	Independent Non-Executive Director	4/4

Terms of Reference

The Terms of Reference of the Investment Committee was last reviewed, revised and approved on 25 February 2021 and is available on the corporate website at tuneprotect.com.

(d) Long Term Incentive Plan (LTIP) Committee

The LTIP Committee was established to administer the LTIP of the Group in accordance with the objectives and regulations thereof, and to determine the participation eligibility, option offers, share allocations and any other related matters.

Corporate Governance
Overview Statement

The members of LTIP Committee during the financial year ended 31 December 2025 consist of the following:

Name	Directorship	Attendance
Aireen Omar (Chairperson)	Non-Independent Non-Executive Director	1/1
Mohamed Rashdi bin Mohamed Ghazalli	Senior Independent Non-Executive Director	1/1
How Kim Lian ¹	Group Chief Executive Officer	1/1
Yap Hsu Yi	Chief – People and Culture	1/1

Note:
¹ Appointed as member on 18 February 2025

 Further details of the LTIP can be found on page 162 under Additional Compliance Information.

REMUNERATION

EMPLOYEE REMUNERATION PRACTICES

At Tune Protect Group, our remuneration policy is structured to create a competitive framework that will enable us to attract, reward, motivate and retain talent with the right mix of experience, skills and competencies to deliver our long-term goals.

Key Principles

Our Remuneration Policy is set by the following principles:

- Simple and transparent: our remuneration practices are simple and straightforward, with the intention to drive understanding and ownership among our talent.
- Market competitiveness: when setting remuneration practices, the Company considers external factors (such as market dynamics, regulatory environment, competition) and internal factors (such as organisational design and cost structure).
- Performance and growth: the Company’s emphasis on a high-performance culture is executed via a strong link between performance and rewards. This is implemented in a manner to balance top line growth with quality earnings and cash flow management in order for us to deliver sustainable results for our stakeholders.

Our remuneration policy/principles are applied across all levels of the organisation and covers all functions including internal control functions.

Components of Remuneration

Component	Purpose and application
Fixed Pay	
Base Salary	• Our base salary is set to attract and retain key talent by providing competitive pay that is externally benchmarked against relevant peers and with internal equity maintained. • In setting base salary, differences in individual performance and achievements, skillsets, job scope as well as competency level are considered. • Salaries are reviewed and adjusted once a year and adjustments are made taking into consideration performance (merit increment), market/internal equity (equity increment) and upgrade into a bigger role (promotion increment). • The Company sets the company-wide salary increment pool taking into consideration market movement and projected performance for the upcoming financial year. • Increments implemented in the year 2025 were based on individual performance. Non-performing employees received minimal or no increment. • There is no guaranteed or contractual increase in base salary except for the increments mandated by the following Collective Agreements (“CAs”) for the Clerical and Executive population in our subsidiary, Tune Insurance Malaysia Berhad: - Association of Insurance Employers and National Union of Commercial Workers. - Tune Insurance Malaysia Berhad and Persatuan Pegawai-Pegawai Pentadbiran Industri Insuran Semenanjung Malaysia.

Corporate Governance
Overview Statement

Component	Purpose and application
Fixed Pay (continued)	
Fixed Bonus	Other than employees falling under the scope of the CAs, no other employees received fixed or guaranteed bonuses.
Fixed Allowances	- Role-based fixed cash allowances which are paid monthly to certain segments of our employee pool, dependant on employees' role. - Quantum of the allowances are reviewed and set in accordance with external market benchmarking and Company's priorities.
Variable Pay	
Performance Bonus	- Performance bonus is a discretionary payment to employees to reward and recognise them for achievement of the Company's and individual goals. - Performance bonus is paid once a year, subsequent to the annual performance review. - The performance bonus pool is determined by the Board based on various factors including the Company's financial performance and market pull factors. - Performance bonus payout is determined based on the Company's financial performance and individual employee's performance. Employees are measured on both their personal goals as well as corporate goals on financial and non-financial targets. - KPIs are set based on a cascading method. The Board sets KPIs for the Group CEO, who cascades the goals to the senior management team. The management team would set departmental-wide goals to support the overall goals of the Company. Each goal carries a weight that is commensurate with the key focus area of that department or particular role. - Individual Personal individual Goals comprise i) Business goals (sales, profitability, efficiency, productivity) and ii) Team/People goals (self and/or team development) and iii) Sustainability. Scoring of goals are weighted depending on the goal. Weighted scores fall into a structured performance matrix ranging from Outstanding Performance to Unsatisfactory Performance. - The Company exercises discretion to not award non-performers any performance bonuses. Also, in the case of breaches or non-compliance of internal and external regulation/ rules, the Company also has the discretion to remove or reduce the bonus entitlement for employees. Performance and remuneration of Control Functions are measured and assessed independently from the business units they support to avoid any conflict of interest. - All individual performance scores are calibrated organisation wide. This is to allow for a consistent and objective evaluation of performance across the various departments functions as well as to ensure that the appropriate payouts are awarded in a fair manner. Final performance scores are signed off by employees and Line Managers. A summary of the organisation's performance will be presented to the Board to support them in their discussion, deliberation and approval of the performance bonus pool.

Alignment between Risk and Rewards

Our Total Compensation, a mixture of fixed/variable cash compensation and benefits is designed to align with the long-term performance goals and objectives of the organisation. The compensation framework provides a balanced approach between fixed and variable components that change according to individual performance, business/corporate function performance, group performance outcome as well as individual's level and accountability.

Corporate Governance
Overview Statement

The Company practises strong governance on performance and remuneration of control functions which are measured and assessed independently from the business units, with no commercial targets.

The Company participates and performs in annual market compensation reviews to benchmark against the market rate and internally to ensure we set our compensation levels appropriately.

Performance Management principles ensure goals continue to focus on outcomes delivered that are aligned to our business plans. Being a responsible organisation, we continue to review and adjust our goal setting to shape the organisational culture and actively drive risk and compliance agendas effectively, with inputs from control functions and Board Committees.

The Company has a Clawback Clause where compensation (including bonuses) can be adjusted, reduced, withdrawn or clawed-back in the case of serious misconduct including serious legal, regulatory or internal policy breaches.

Internal audits are carried out regularly on all departments on a rotating basis, to assess instances of non-compliance with risk and compliance procedures as well as expected behaviours. Non-compliance cases are reported and investigated, where required. Depending on the severity, the audit findings would impact the employee's performance ratings which would have a direct impact on their remuneration.

The Company reviews the remuneration policy, principles and overall framework at least once every two (2) years. As a responsible organisation, it is essential that local legislation and practices are observed. Should any clause of any policy conflict with the legislation, the latter will take precedence.

Performance and remuneration for EXCO and Other Material Risk Takers are reviewed on an annual basis and submitted to the Remuneration Committee for recommendation to the Board for approval.

DIRECTORS' REMUNERATION

The Directors' Remuneration Policy is guided by the following principles:

- Salaries payable to Executive Directors shall not include any commission or percentage of turnover;
- Fees payable to Non-Executive Directors shall be by a fixed sum and not commission on or percentage of profits or turnover;

- Bonuses to Executive Directors shall not be guaranteed, except in the context of sign-on bonuses.
- Share options, if granted to Directors, shall not vest immediately. The vesting period of share options shall reflect the time horizon of risks and take account of the potential for financial risks to crystallise over a longer period of time.
- The maxim "pay for performance" is adopted in remunerating Executive Directors to promote the long-term success of the Company. Performance is measured based on a holistic balanced scorecard approach comprising both financial and non-financial KPIs.
- The Directors may be paid all travelling, hotel and other expenses, properly incurred by them in attending and returning from meetings of the Directors or any Committee of Directors or general or other meetings of the Company or in connection with the business of the Company.
- The Board may grant special remuneration to any Director who (on request by the Board) is willing to:
 - render any special or extra services to the Company; or
 - go or reside outside his country of domicile or residence in connection with the conduct of any of the Company's affairs.

Such special remuneration may be paid to such Director in addition to or in substitution for his ordinary remuneration as a Director, and may be paid in a lump sum or by way of salary, or by a percentage of profits, or by all or any of such methods but shall not include (where such special remuneration is paid by way of salary) a commission on or a percentage of turnover.

The Directors' remuneration package currently comprises fees, meeting allowances and hospitalisation benefits. Annual fixed fees are paid either quarterly or monthly and meeting allowances are paid in the subsequent month when each meeting is held for the Board and Board Committees. The level of remuneration reflects the experience and level of responsibilities undertaken by the Directors concerned. The Board's remuneration aligns with market practice.



Corporate Governance
Overview Statement

Total Directors’ Remuneration for 2025

The total Directors' remuneration received from the Company and the Group during the financial year ended 31 December 2025 are as follows:

	Remuneration received from the Company			Remuneration received from the Group		
	Directors' Fee	Meeting Allowance	Total	Directors' Fee	Meeting Allowance	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Executive Director						
NIL	NIL	NIL	NIL	NIL	NIL	NIL
Non-Executive Directors						
Dato’ Mohamed Khadar bin Merican	178	40	218	250	55	305
Ariff bin Rozhan ¹	147	65	212	147	65	212
Mohamed Rashdi bin Mohamed Ghazalli	166	75	241	321	127	448
Aireen Omar	105	30	135	105	30	135
Jayakumar A/L Somasundram	174	63	237	290	113	403
Gan Mei Mei	129	45	174	129	45	174
Kelvin Desmond Malayapillay ¹	30	15	45	30	15	45
Lim Chong Beng	10	5	15	91	51	142
Total	939	338	1,277	1,363	501	1,864

Note:
¹ Ceased as Independent Non-Executive Director on 27 February 2025.

The total remuneration of the Group CEO for the financial year ended 31 December 2025 is disclosed in Note 24(b) to the Audited Financial Statements and Section B of the CG Report.

The total remuneration of Senior Management for the financial year ended 31 December 2025 is disclosed in Section B of the CG Report.

Corporate Governance
Overview Statement

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

The Audit Committee assists the Board in overseeing the audit and corporate governance functions of the Group while the Risk Management Committee assists the Board in overseeing the risk management and compliance functions of the Group, operating independently from the Management.

I. AUDIT COMMITTEE

The Audit Committee comprises four (4) members, all of whom are Independent Non-Executive Directors, in line with the Bursa Securities Main LR and MCCG. The Board, through its Audit Committee evaluates and continuously improves the effectiveness of the internal audit function, financial and operational control, and governance processes of the Group.

The Terms of Reference of the Audit Committee sets out the roles and responsibilities of the Audit Committee, which include reviewing of the external and internal audit reports and audit plans, the effectiveness of the control measures of the Company, the review of related party transactions of the Group, as well as assessing the adequacy of resources of the internal audit function. In addition, the Audit Committee is also tasked to assess the suitability and independence of the external auditors.

During the Audit Committee meeting held on 25 March 2025, the Audit Committee was satisfied with the performance and independence of the external auditors and recommended their re-appointment to the Board for its onward recommendation to the shareholders for their approval at the forthcoming AGM.

The composition of the Audit Committee, their meeting attendance records and the summary of work performed by the Audit Committee during the financial year ended 31 December 2025 are available in the Audit Committee Report on pages 151 to 154.

II. RISK MANAGEMENT COMMITTEE

The primary function of the Risk Management Committee is to oversee and manage the identification, assessment, mitigation, and monitoring of risks that could potentially affect the Group's objectives, operations, and reputation.

A total of four (4) Risk Management Committee meetings were held during the financial year under review. The members of the Risk Management Committee and their meeting attendance are as follows:

Name	Directorship	Attendance
Jayakumar A/L Somasundram (Chairman)	Independent Non-Executive Director	4/4
Ariff bin Rozhan	Non-Independent Non-Executive Director	4/4
Mohamed Rashdi bin Mohamed Ghazalli	Senior Independent Non-Executive Director	4/4
Gan Mei Mei	Independent Non-Executive Director	4/4
Dato’ Mohamed Khadar bin Merican	Independent Non-Executive Director	4/4
Kelvin Desmond Malayapillay¹	Independent Non-Executive Director	1/1

Note:
¹ Ceased as a member following resignation as director on 27 February 2025.

Corporate Governance
Overview Statement

The Risk Management Committee’s meeting calendar and agendas are linked to events in Tune Protect Group’s financial calendar. The Group CEO and Chief Risk & Compliance Officer are invited to attend the Risk Management Committee meetings held quarterly.

A summary of work performed during the financial year ended 31 December 2025 in the discharge of the Risk Management Committee’s functions was as follows:

1. Annual Report

Reviewed the Statement on Risk Management & Internal Control for recommendation to the Board for approval and inclusion in the 2025 Annual Report.

2. Risk and Compliance

- (a) Reviewed the Quarterly Risk Dashboard and the Summary of Risk Register of the Company and its subsidiaries with key risk indicators to identify the top key risks and deliberated on the same and the mitigating action plans.
- (b) Reviewed and deliberated on the Risk Appetite Statements and Risk Tolerance Limits of the Company.
- (c) Reviewed therevised Individual Target Capital Level (“ITCL”) and Capital Management Plan of TPL.
- (d) Reviewed the Group ITCL and Internal Capital Adequacy Assessment Process.
- (e) Reviewed the Compliance Gap Analysis and Implementation Plan for the Climate Risk Management and Scenario Analysis Policy Document issued by BNM.
- (f) Reviewed the Compliance Gap Analysis on BNM issuance.
 - Shareholder Suitability Policy Document.
 - Schedules 8 and 10 of the Financial Services Act 2013 Policy Document.
 - Guidelines on Investor Protection.
 - Guidelines on General Reinsurance Arrangements.
 - Guidelines on Internal Audit Function of Licensed Institutions.
 - Guidelines on the Role of Insurers & Brokers in Reinsurance.
 - Informal Enforcement Action Framework (IEAF).
 - Revised Guidelines on Derivatives for Insurers.
 - Bancassurance/Bancatakaful Policy Document.

- Financial Reporting (Revised) Policy Document.
 - Granting Credit Facilities (Revised) Policy Document.
 - Specifications relating to Medical and Health Insurance/Takaful Re-pricing and Risk-pooling Policy Document.
 - Code of Conduct for Malaysia Wholesale Financial Markets Policy Document.
 - Liquidity Facility to Licensed Insurers and Takaful Policy Documents.
 - Operating Cost Controls for General Insurance and Takaful Business Policy Document.
- (g) Reviewed the following internal Company Policy:
- Revised Group Whistleblowing Policy
 - Review of Group Business Continuity Management Policy
 - Revised Group Compliance Policy
 - IT Security Policy
 - Group Credit Control Policy
 - Updates on Anti-Bribery and Corruption System (ABCs) and Whistleblowing
 - Group Internal Control Policy
 - Revised Group Sustainability Policy
 - Revised Dawn Raid Policy
 - Revised Group Risk Management Policy.
- (h) Reviewed the proposed revisions to the Terms of Reference of the Group Risk Management Committee.

Further information on the roles and responsibilities of the Risk Management Committee can be found in its Terms of Reference, which is available on the corporate website at [tuneprotect.com](#).

III. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board fulfils its responsibility in the risk governance and oversight functions through its Risk Management Committee, which reviews the effectiveness of the Group’s systems of risk management and internal control in managing risks identified, and provides reasonable assurance that risks linked to business goals, strategies and objectives are managed within the risk appetite and risk limits approved by the Board.

 Further information about the Risk Management and Internal Control Framework of the Company can be found in the Statement on Risk Management and Internal Control on pages 155-161.

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I. COMMUNICATION WITH STAKEHOLDERS

Communication with stakeholders is important and the Company has in place a Group Investor Relations Policy, which is available on the corporate website at [tuneprotect.com](#). The Group CEO and Investor Relations team have the shared responsibility of communicating with the Company’s key stakeholders on the Company’s strategy and plans in achieving its objectives. Regular dialogues ensure that the Company’s strategy is understood, updates on the status of the Company in meeting its objectives is provided, and any issues arising are addressed in a constructive manner.

Reports issued by the analysts about the Group and its Overseas Ventures are circulated to the Directors and the Executive Committee. Shareholders can directly question on their shareholdings to the Share Registrar or the Company Secretary.

 Details on Investor Relations activities throughout the year can be found on pages 12-16 of this Annual Report.

Annual Report

The Company’s Annual Report communicates the Group and its Overseas Ventures’ activities, operations and both the financial as well as non-financial performance to shareholders.

Tune Protect Corporate Website

The Company’s corporate website ([tuneprotect.com](#)) publishes information about the Company, including all the announcements made to Bursa Securities, relevant press releases and official releases of important information to the market within a reasonable timeframe.

 The approach to stakeholders’ engagement can be found on pages 26-27 of this Annual Report.

II. CONDUCT OF GENERAL MEETINGS

The AGM and other general meetings of the Company are the primary forum for dialogue with its shareholders. All notices of general meetings and accompanying explanatory materials are published on the corporate website ([tuneprotect.com](#)), advertised in a nationwide daily newspaper and announced to Bursa Securities. Shareholders may deposit their proxy forms for AGMs and other general meetings of the Company at the registered office of the Company.

Corporate Governance
Overview Statement

The Management of the Company makes themselves available for meetings with key stakeholders at least once per quarter, in person, virtually or via teleconference. Further information can be found in the Investor Relations section of this Annual Report on pages 12 -16.

The 2025 Company’s Fourteenth AGM was held physically at The Vertical Connexion Convention & Event Centre. on 24 June 2025. All members of the Board were present at the meeting to respond to the questions raised by the shareholders or proxies. The Chairman of the Board chaired the fourteenth AGM in an orderly manner and allowed the shareholders or proxies the opportunity to speak at the meeting.

In line with good CG practice, the notice of the Fourteenth AGM was issued and announced in Bursa Securities website 28 days before the AGM date. The voting at the Fourteenth AGM was conducted through an electronic voting (e-voting) system.

ACCOUNTABILITY AND AUDIT

Directors’ Responsibilities in Financial Reporting

The Board is responsible for ensuring the proper maintenance of accounting records and that the financial statements of the Company and the Group are drawn up in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 so as to give a true and fair view of the financial position of the Company and the Group as at 31 December 2025 and of their financial performance and cash flows for the financial year then ended.

The Board is satisfied that in preparing the Company’s financial statements for the financial year ended 31 December 2025, the Company has used appropriate accounting policies and applied them consistently and prudently, as well as made judgements and estimations, which are prudent and reasonable. The Board is of the opinion that the financial statements have been prepared in accordance with all relevant approved accounting standards.

Audit Committee Report

The Audit Committee’s meeting calendar and agendas are linked to events in Tune Protect Group’s financial calendar. The Group Chief Executive Officer, Group Chief Financial Officer, Group Head of Internal Audit, Chief Risk & Compliance Officer, other Management and external auditors may be invited to attend the Audit Committee meetings whenever required. During the year under review, the total number of meetings held included the meeting between the members of the Audit Committee and representatives of the External Auditors without the presence of the Management.

TERMS OF REFERENCE

The Terms of Reference of the Audit Committee was last reviewed, revised and approved on 25 May 2023 and is available on the corporate website at [tuneprotect.com](https://www.tuneprotect.com).

SUMMARY OF WORK PERFORMED BY THE AUDIT COMMITTEE DURING THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

During the year under review, the Audit Committee carried out the following works in the discharge of its functions and duties:

1. FINANCIAL REPORTING

- (a) Reviewed the financial statements and reports pertaining thereto and made recommendations to the Board for approval of the same as follows:

DATE OF AC MEETING	REVIEW OF FINANCIAL STATEMENTS
24 February 2025	Fourth quarter and year-to-date financial results for the financial year ended 31 December 2025.
17 March 2025	Audited Financial Statements and reports thereon for the financial year ended 31 December 2025.
20 May 2025	First quarter and year-to-date financial results for the financial period ended 31 March 2025.
25 August 2025	Second quarter and year-to-date financial results for the financial period ended 30 June 2025.
21 November 2025	Third quarter and year-to-date financial results for the financial period ended 30 September 2025.

The above reviews were focused particularly on changes in or implementation of major accounting policies and practices, significant adjustment arising from the external audit, if any, significant matters highlighted including financial reporting issues, significant judgements made by the Management, significant and unusual events, the going concern assumption, compliance with the relevant accounting standards and other legal requirements. This comprehensive approach ensures that the financial statements accurately reflect the Company’s financial performance.

- (b) Reviewed and discussed with the Management on the Group financial performance and implementation status of Malaysian Financial Reporting Standards (MFRS) 17 including subsidiaries, joint-venture and associate companies.
- (c) Reviewed and deliberated with the external auditors, Ernst & Young PLT, the audited financial statements for the financial year prior to submission to the Board for their consideration and approval, with particular attention to any changes in accounting policies, key audit matters, significant and unusual events and compliance with applicable accounting standards approved by the Malaysian Accounting Standards Board (“MASB”) and other regulatory requirements.

- (d) Reviewed and discussed Group Conflict of Interest Policy for Directors (“COI”) following the amendments to Bursa Securities Main Market Listing Requirement to ensure its consistent application and effectiveness.

2. ANNUAL REPORT

Reviewed and recommended to the Board for approval of the Statement on Risk Management & Internal Control, Corporate Governance Overview Statement, Audit Committee Report and Additional Compliance Information for inclusion in the Annual Report, and Corporate Governance Report 2025.

3. EXTERNAL AUDITORS

- (a) Reviewed and deliberated reports issued by the external auditors, Ernst & Young PLT, on the significant findings and remedial actions to be taken by the Management; and assessed their independence. The external auditors are required to report to the Audit Committee as necessary on all matters that might affect their independence.
- (b) Reviewed the suitability, expertise, independence and performance of the external auditors and made recommendation to the Board on their reappointment and remuneration.
- (c) Discussed with the external auditors on the approach, process and scope of the audit before commencement of the audit.
- (d) Reviewed the appointment of the external auditors for any non-audit services to assess their independence.
- (e) Conducted private session with the external auditors without the presence of the Management to discuss and address any issues of concern.

4. INTERNAL AUDIT

The Internal Audit function reports directly to the Audit Committee of Tune Protect Group as well as to the Audit Committee of Tune Insurance Malaysia Berhad, the major subsidiary of Tune Protect Group which is under the supervision of BNM. The Internal Audit function proactively assists the Audit Committee in discharging its duties and responsibilities. Tune Protect Group’s Internal Audit function ensures continued independence of the audit function and provides assurance on the adequacy and effectiveness of risk management, internal controls and governance processes, in addition to providing value added audit services within the Group.

The Group Internal Audit’s scope of work includes the review and evaluation of the adequacy and effectiveness of the internal control system to anticipate any potential risks, performance of root-cause analyses on audit findings and recommendations for improvements, where required.

The Group Internal Audit function also assesses:

- Ethical and regulatory compliance;
- Accounting and finance;
- Information, communications and technology asset management;
- Business continuity; and
- Internal controls, risk management and compliance of the Group.

Audit Committee Report

Audit Committee Report

During the business audit planning cycle, high impact risk areas were assessed and incorporated into the Internal Audit Annual Plan. Risk profiling was carried out to examine the Group's risks and key governance issues facing Tune Protect Group's business activities. These assessments form the basis for Tune Protect Group's risk-based audit plan and strategy. Internal audit covers amongst others, the review of the adequacy of risk management, operations and financial controls, compliance with established procedures, guidelines, statutory requirements and business processes improvement.

The internal audit reports were discussed with the Management and relevant action plans were agreed and implemented. All internal audit findings were presented to the Audit Committee for review and deliberation.

In addition, the internal auditors also provide necessary assistance and manpower for any special assignments or investigations which the Management may request from time to time, with the approval of the Audit Committee.

The sum of RM1,589,975 was incurred by the Group for the internal audit function for FY2025.

5. RELATED PARTY TRANSACTIONS

- (a) Reviewed Related Party Transactions (RPT) and Recurrent RPT (RRPT) of the Company and its subsidiaries for the financial year to ensure that the transactions are in the best interest of the Company; fair, reasonable and on normal commercial terms; and not detrimental to the interest of the minority shareholders;
- (b) Reviewed and recommended to the Board for approval, the Circular to Shareholders in relation to the proposed renewal of shareholders' mandate for RRPT of a revenue or trading nature; and
- (c) Reviewed the adequacy of controls and procedures to ensure compliance with the approved shareholders' mandate in respect of the RRPT of a revenue or trading nature as tabled at the last Annual General Meeting of the Company.

6. OTHER ACTIVITIES

- (a) Noted the relevant technical pronouncements and accounting standards issued by the MASB, the MMLR of Bursa Securities, and other regulations governing the Company and its subsidiaries.
- (b) Reviewed the introduction or changes to the systems, policies and guidelines in the Company's operations.

Statement on Risk Management and Internal Control

INTRODUCTION

The Board of Directors ("the Board") and the Management of Tune Protect Group Berhad ("the Company") are committed to high standards of corporate conduct and uphold the values of integrity, honesty and good corporate governance across the Company's and its subsidiaries' ("the Group") operations. The Board believes that strong corporate governance is essential to creating long term value for stakeholders.

This Statement on Risk Management and Internal Control was prepared in accordance with the "Statement on Risk Management & Internal Control – Guidelines for Directors of Listed Companies" issued by The Institute of Internal Auditors, to comply with Bursa Malaysia Listing Requirements. It outlines the processes that have been implemented to ensure adequacy and integrity of the system of risk management and internal control of the Group during the financial year ended 31 December 2025.

RESPONSIBILITIES

The Board

The Board acknowledges its overall responsibility in establishing a sound risk management and internal control system as well as reviewing its adequacy and effectiveness. Due to the inherent limitations arising from internal or external events, the Board recognises that the intention of such systems is not to eliminate all risks but to ensure the balance between growth, returns and risks.

In view of the above, the Board, through its Audit and Risk Management Committees, regularly reviews the Group's governance structure to ensure adequate and effective oversight of risks and controls. The Board receives reports on regulatory developments, risk management, compliance and internal audit matters, and oversees Management's actions to address weaknesses identified.

Management

The Management is responsible for implementing Board-approved internal controls established in written policies. New initiatives, strategies, financial performance, goal achievements, risks and other operational issues are discussed at the various Management-level Committees, including the Group

Executive Committee meeting. Where weaknesses are identified, Management identifies root causes and takes corrective actions to address such weaknesses. Material issues would also be escalated to the Board for their notation and deliberation at the Risk Management Committee meetings.

The Management has provided assurance that the Group's risk management and internal control system are operating adequately and effectively, and that necessary processes have been implemented.

Day-to-day risk management functions and responsibilities reside in the business and functional support units as the first line of defence. The Risk Management and Compliance Functions serve as the second line of defence, which is a central support infrastructure that deals with more pervasive, entity-wide risks, whilst the Internal Audit Function, the third line of defence, provides independent assurance on the effectiveness of the internal control systems. This structure aims to place accountability and ownership as close as possible to where the risks arise while facilitating an appropriate level of independence and segregation of duties between the business, Risk Management, Compliance and Internal Audit functions. The Risk Management and Compliance functions report directly to the Risk Management Committee whilst the Internal Audit function reports directly to the Audit Committee.

Statement on Risk Management and Internal Control

RISK MANAGEMENT

The Group's risk management framework is designed to ensure that risks affecting the Group's strategies, business goals, objectives, reputation and long-term viability are identified in a timely manner, assessed and monitored within the risk appetite and risk tolerance limits approved by the Board. This is supported by a Group-wide risk management organisation structure that delineates the function of risk taking, risk oversight and policy making. The risk reporting lines, authorities, roles and responsibilities are clearly specified in the Risk Management Framework.

Risk Management Framework

Risk management is an important driver for strategic decisions in support of business objectives while balancing the appropriate level of risk taken to the desired level of rewards. The Group Risk Management Framework which is documented in the Group Risk Management Policy details the policies and processes for managing uncertainties in terms of risks and opportunities and building value for the Group's stakeholders. The framework is developed in line with the Bank Negara Malaysia Policy Document on Risk Governance on what should be the building blocks of a Risk Management Framework. This Policy Document can be found at www.bnm.gov.my.

The Policy Document on Risk Governance sets out a framework of principles to guide the Board and Management in performing their risk oversight function. Risks are identified using business

mapping, the likelihood rating table in the Group Risk Management Policy and the impact of those risks based on the likelihood rating table. Controls are then put in place, and their effectiveness is measured using the Control Effectiveness Rating table. Any residual risks are managed with the implementation of risk mitigation strategies.

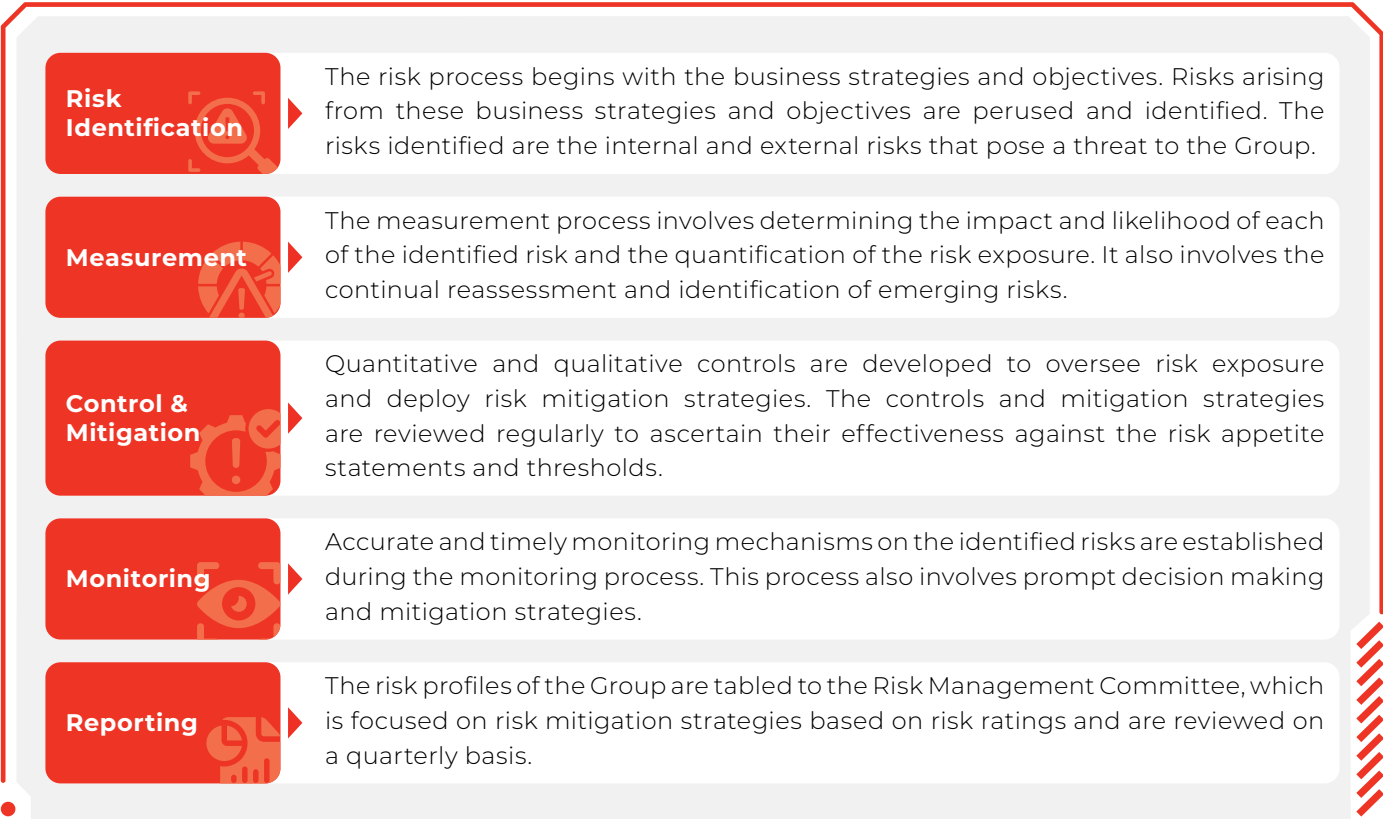
The Group's internal control and risk management framework is regularly reviewed by the Board of Directors, supported by periodic testing and assurance activities such as Risk Register's assessments, independent reviews by Internal Audit, and continuous monitoring of key risk indicators to ensure the framework remains effective and robust. The Group Risk Management Policy was last reviewed and approved by the Board of Directors in August 2025. Enhancements were made to the Risk Assessment Matrix to improve risk measurement, clarify control requirements, and strengthen consistency in risk assessments across the Group.

The Group has established a set of risk-specific Key Performance Indicators (KPIs) and metrics to effectively monitor its risk profile. These KPIs include, among others, incident frequency and severity, trends in risk exposures, and the alignment of actual risk levels with the Board-approved risk appetite and tolerance limits.

The KPIs are monitored continuously and regularly reviewed by Management and the Board to ensure timely escalation, informed decision-making, and the implementation of appropriate risk mitigation measures when required.

Statement on Risk Management and Internal Control

The Group has in place on-going processes for the identification, measurement, control, mitigation, monitoring and reporting of major strategic, business and operational risks within the Group, as described below:



The Board has established a Risk Management Committee ("RMC"), comprising entirely Independent Directors, to provide objective and effective oversight of the Group's risk management framework and policies. The RMC assists the Board in overseeing the identification, assessment, management and monitoring of principal risks across the key business activities, including underwriting, claims, investments, capital adequacy, operational, regulatory, technology and emerging risks. The Committee reviews the adequacy and effectiveness of the risk management framework, risk appetite statements, risk tolerance limits and key risk indicators, and ensures that material risks remain within the Board-approved risk appetite. In discharging its responsibilities, the RMC supports the Board in meeting regulatory expectations under Bank Negara Malaysia's Risk Governance related Guidelines, including Internal Capital Adequacy Assessment Process (ICAAP) requirements and provides independent challenge and recommendations to promote sound risk governance, financial resilience and long-term sustainability of the Group.

Risk Appetite Statement

The establishment of the Group's risk appetite is a critical component of a robust risk management framework. Risk appetite determines the amount and type of risk that the Group is willing to take in order to meet the strategic objectives. The risk appetite which is reflective of the strategy and business objectives of the Group, would be driven through a mix of top-down engagement of the Board as well as bottom-up involvement of all levels of management.

The risk appetite provides the basis for establishing risk tolerance thresholds around specific risks, through qualitative and quantitative metrics. Through effective communication, the risks in the Group are appropriately managed and monitored by all business units.

Statement on Risk Management
and Internal Control

Employee Handbook

This handbook is a compilation of the policies, procedures, working conditions and behavioural expectations that guide our employees' actions in the workplace. Established disciplinary procedures and steps for raising grievances are described within.

Group Anti-Bribery and Corruption Policy

The Group Anti-Bribery and Corruption Policy (ABC Policy) reinforce the Group's ZERO TOLERANCE and commitment against bribery, corruption, fraud, money laundering, conflict of interest and abuse of authority by promoting a culture of integrity within the Group. It defines the responsibilities for development and implementation of internal controls and ensure all reported irregularities or suspected irregularities involving employees, shareholders, consultants, vendors, external agencies and any other parties in a business relationship with the Group will be fully investigated. The ABC Policy sets the tone with the adoption of the T.R.U.S.T. Principles into Tune Protect's Adequate Procedures protecting against corruption risk.

Group Whistleblowing Policy

The Group Whistleblowing Policy (WB Policy) and Procedures is applicable to all parties (Directors, employees and third parties). All reports under this policy and procedures are securely logged and confidentially channelled to the Chairman of the Risk Management Committee. This channel of reporting provides assurance that all disclosures will be appropriately investigated objectively and confidentially. The WB Policy can be found in the corporate website at **[tuneprotect.com](https://www.tuneprotect.com)**.

Group Sustainability Policy

The Group has a Sustainability Policy that sets out some guidelines and its commitment to Economic, Environmental and Social (EES) aspects of the business. This Policy applies to directors and employees of the Group. This policy can be found in the corporate website at **[tuneprotect.com](https://www.tuneprotect.com)**.

 Refer to Sustainability Statement on pages 48 to 122 in this Integrated Annual Report, for further details.

Both the CoC and COBC provide Tune Protect personnel and external third parties with the assurance that Tune Protect believes in conducting business with the highest standards of integrity, in accordance with all applicable laws and with ZERO TOLERANCE AGAINST BRIBERY AND CORRUPTION. The CoBC can be found in the corporate website at **tuneprotect.com**.

OTHER MATTER

The disclosures in this Statement on Risk Management and Internal Control do not include the risk management and internal control practices of the associate and joint venture companies, where the Company does not have majority controlling interest.

ASSURANCE FROM MANAGEMENT

The Board has received written assurance from the Group Chief Executive Officer and Group Chief Financial Officer that to the best of their knowledge, information and belief, the Group's systems of risk management and internal control are operating adequately and effectively, and there is no breach of law/regulation, corruption and fraud, during the year under review. Based on the reports and the risk registers that were presented to the Board in 2025, the Board is satisfied that there is an effective and adequate risk management and internal control system in place, and there were no significant issues reported for the year ended 31 December 2025.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

As required by paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their review was performed in accordance with the Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. Based on their review, the external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement, intended to be included in the annual report, is not prepared, in all material respects, in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025 to be set out, nor is the Statement factually inaccurate. The external auditors are not required by AAPG 3 to consider whether this Statement covers all risks and controls, or to form an opinion on the effectiveness of the Group's risk management and control procedures.

This Statement on Risk Management and Internal Control was approved by the Board on 26 March 2026.

Departmental manuals and written operational controls such as financial authority limits, communication policy, claims and payment procedures, among others, are established and continuously updated to guide employees in their day-to-day execution of tasks.

Additional Compliance Information

Additional Compliance Information

The information set out below is disclosed in compliance with the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"):

1.0 Long Term Incentive Plan ("LTIP")

The Company had established a LTIP of up to 10% of the total number of issued shares of the Company (excluding treasury shares, if any) for eligible Directors and employees of the Group (excluding dormant subsidiaries) at any point in time during the 10-year period of LTIP, as approved by the shareholders at the Extraordinary General Meeting held on 27 June 2022. The LTIP which consists of Employees' Share Option Scheme ("ESOS") and Share Grant Plan ("SGP") was implemented on 30 September 2022, replacing the previous ESOS which was terminated on even date.

Disclosures of ESOS and SGP information pursuant to Appendix 9C, Part A, Section 27 of the MMLR of Bursa Securities are as follows:

1.1 ESOS

- (a) The total number of options granted, exercised and outstanding under the ESOS as at 31 December 2025 is set out in the table below:

Description	Number of Options	
	All Eligible Employees of the Group (excluding dormant subsidiaries)*	Chief Executive Officer of the Company
No. of options granted	1,267,394	643,394
No. of options exercised	-	-
No. of options forfeited	384,000	-
No. of options outstanding	8,940,682	2,038,534

* The Chief Executive Officer of the Company is part of all eligible employees of the Group.

- (b) Options granted to the Executive Directors and Senior Management of the Company are set out in the table below:

Granted to Executive Directors and Senior Management	During the financial year ended 31 December 2025 (%)	Since commencement of the LTIP on 30 September 2022 up to 31 December 2025 (%)
Aggregate maximum allocation	10%*	10%*
Actual options granted	1,267,394	10,113,482**

* As per the By-Laws at any one time, we are allowed to grant up to max 10% of the Paid Up Share Capital.

** Options granted for existing employees. The options forfeited by employees who resigned as at 31 December 2025.

1.2 SGP

Since commencement of the LTIP on 30 September 2022 up to 31 December 2025, the Company did not grant any shares to the Executive Directors and employees of the Group (excluding dormant subsidiaries) under the SGP.

The Non-Executive Directors within the Group are not eligible to participate in the LTIP.

2.0 Audit and Non-Audit Fees Paid to External Auditor

The amount of audit and non-audit fees incurred for services rendered to the Company and the Group by Ernst & Young PLT ("EY"), the external auditors of the Company, and/or a firm or corporation affiliated to EY, during the financial year ended 31 December 2025 were as follows:

For the financial year ended 31 December 2025	The Company (RM '000)	The Group (RM '000)
Audit Fees:	220	1,142
- Statutory audits	173	1,014
- Regulatory related services	47	128
Non-Audit Fees	11	49
Total	231	1,191

The audit and non-audit fees are also disclosed in Note 24 of the Audited Financial Statements.

3.0 Material Contracts Involving the Interests of the Directors and/or Chief Executive Officer, Who Is Not a Director and/or Major Shareholder

There were no material contracts entered into by the Company and its subsidiaries involving the interests of the Directors and/or Chief Executive Officer, who is not a Director and/or Major Shareholder, either still subsisting at the end of the financial year ended 31 December 2025 or if not then subsisting, entered into since the end of the previous financial year.

4.0 Utilisation of Proceeds

There were no proceeds raised from any corporate proposals during the financial year ended 31 December 2025.

5.0 Disclosure of Financial Data for Shariah Screening

The following table sets out the Group's financial data relevant for Shariah screening.

Additional Compliance Information

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(A) Group Total Income and Total Assets

		Group	
		2025	2024
Total Income	Remarks	(RM '000)	(RM '000)
Revenue	Insurance revenue + Investment income	384,324	410,758
Others	Realised gains and losses	4,777	17,045
Others	Fair value gains or losses	1,677	(8,560)
Other Income	Reinsurance finance income for reinsurance contracts held	8,488	7,976
Other income	Other operating income	6,155	3,121
Share of result of associates		(2,139)	(6,743)
Share of result of joint ventures		110	106
Total		394,904	415,727
Total Assets		1,161,133	1,313,623

(B) Business Activities

		Group	
		2025	2024
Shariah Non-Compliant Activities	Remarks	(RM '000)	(RM '000)
Insurance income	Insurance revenue	357,485	389,194
Dividend income received from conventional shares and instruments		16,069	4,907
Interest income		3,638	11,596
Other Shariah non-compliant activities	Share of investment income from MMIP	1,758	3,523
Other Shariah non-compliant activities	Realised gains and losses	2,281	1,241
Other Shariah non-compliant activities	Fair value gains or losses	2,150	427
Other Shariah non-compliant activities	Other operating income	6,155	3,121
Other Shariah non-compliant activities	Share of result of associates	(2,139)	(6,743)
Other Shariah non-compliant activities	Share of result of joint ventures	110	106
Total		387,506	407,372

Additional Compliance Information

(C) Component of Financial Position

(i) Cash Component

		Group	
		2025	2024
Islamic Account/Instruments	Remarks	(RM '000)	(RM '000)
Unit trust funds		169,886	268,830
Cash in Hand		10	11
Total		169,896	268,841

		Group	
		2025	2024
Conventional Account/Instruments	Remarks	(RM '000)	(RM '000)
Cash at bank (exclude cash in hand)		22,939	31,975
Deposits with licensed bank		59,110	135,585
Unit trust funds		523,583	356,914
Other cash equivalents	Debt securities	5,005	5,031
Other cash equivalents	Loans receivables	49	57
Total		610,686	529,562

(ii) Debt Component

Islamic Financing - Nil
Conventional Borrowing - Nil

6.0 Recurrent Related Party Transactions of a Revenue or Trading Nature

At the AGM held on 24 June 2025, the Company had obtained a shareholder mandate to allow the Company and/or its subsidiaries to enter into recurrent related party transactions ("RRPTs") of a revenue or trading nature.

The disclosure of the RRPTs conducted during financial year ended 31 December 2025 are set out in Note 30 of the financial statements.

Internal Policies

Internal Policies

Polices are established to standardise daily operations and effectively manage Tune Protect’s risk landscape. They are designed to align with current regulatory requirements and industry best practices.

The policies have been endorsed by the Risk Management Committee and approved by the Board before implementation across the Group, where applicable. Approved policies are cascaded to the relevant stakeholders in a timely manner.

Our policies are reviewed periodically to keep abreast with the evolving regulatory requirements, risks and internal control measures. This ensures they remain relevant and effective in addressing emerging challenges and supporting new products and services. Key policies of the Group include:

Title	Description
Group Investor Relations Policy	This policy sets out the manner which the Investor Relations programme will be executed, and the internal procedures related to its activities. The programme sets out to fairly and accurately represent the Company’s operations, strategy and financial performance to enable its shareholders and the investment community to make informed investment decisions.
Group Sustainability Policy	This policy outlines the guidelines and commitments relating to the Economic, Environmental, and Social (EES) aspects of the business, in alignment with Bursa Malaysia’s Sustainability Reporting Guide.
Group Credit Control Policy	This policy provides a clear guidance on the principles of effective receivables management.
Group Dividend Policy	This Policy sets out some guidelines to ensure that dividends declared are in reflection of the financial position, operating performance and future investment needs to ensure stable and sustainable returns to the shareholders.
Group Limit of Authority	This document provides clear guidelines for the approval and authorisation of financial transactions during the ordinary course of business of the Company.
Group Investment Policy	This policy sets out a framework for the management of the Company’s investment assets and also set the objectives, goals and guidelines to guide the investment of the Company’s assets to (1) optimise investment returns; (2) ensure risk to capital is within prescribed limits of established investment risk measures; and (3) ensure funds are available to meet the liabilities of the businesses as they become due.
Group Anti-Bribery and Corruption Policy	This policy sets out the Company’s commitment to preventing bribery, corruption, fraud and other unethical conduct. It provides clear guidance to Employees and Business Partners, prohibiting involvement in such activities and outlining the steps to take if concerns arise.
Group Whistleblowing Policy	Aligned with the principles of Trust, Impartiality and Protection (T.I.P.), the policy offers a confidential and safe platform for employees and third parties to report concerns without fear of harassment, intimidation or reprisal, while promoting a culture of openness, accountability and integrity.

Title	Description
Internal Audit Charter	The purpose of the Internal Audit Charter is to provide clear definitions and guidelines on the authority, scope, responsibilities, independence, and reporting structure of the Group Internal Audit Department.
Group Risk Management Policy	This Group Risk Management Policy outlines the principles and framework adopted by the company to ensure effective identification, assessment, management, and monitoring of risks across all entities within the Group. The primary objectives are to promote sound risk governance, maintain compliance with regulatory requirements including those issued by Bank Negara Malaysia (BNM) and support strategic decision-making. This policy is aligned with the Group’s corporate strategy, risk appetite, and best international practices, and serves to enhance the company’s financial resilience, protect stakeholder interests, and ensure long-term sustainability.
Group Internal Capacity Adequacy Assessment Process (ICAAP) Policy	This policy establishes the process for Tune Protect to ensure it has adequate capital to meet capital requirements on an on-going basis.
Group Business Continuity Management (“BCM”) Policy	The purpose of this BCM Policy is to ensure that services that are critical to the Company’s objectives continue despite the occurrence of a potentially disruptive event. It sets out to guide the Company to stabilise the effects of such events and return to normal operations with full recovery as soon as possible, and within acceptable timelines.
Group Compliance Policy	This policy sets out the governance structure and responsibilities to promote the safety and soundness of the Company as a financial institution by minimising financial, reputational and operational risks arising from legal and regulatory non-compliance. This policy also formalises the establishment of Compliance as an independent function and defines the fundamental principles, scope, roles, responsibilities, authority and ethical standards of the Compliance Department.
TPR’s relevant Polices including TPR General Reinsurance and Market Conduct Policy, ESA, LOA and BCP	These policies ensures that all TPR’s business are executed in a prudent, fair, ethical and compliance manner while protecting policy holders, maintaining financial soundness and supporting sustainable business operations.
Group Fit & Proper Policy	This policy aims to ensure that the members of the Board and Senior Management possess the necessary qualities, competencies and experience to perform their duties and responsibilities in the most effective manner.
Group Remuneration Policy	The Policy promotes sound risk management and responsible business conduct, ensures compliance with BNM and other regulatory requirements, and provides a consistent basis for employee remuneration across the Group.

ESA = External Service Arrangements Policy
LOA = Limit of Authority Policy
BCP = Business Continuity Management Policy

Title	Description
Group Recruitment & Selection	The policy establishes a framework that sets out the principles, standards, and objectives for recruitment and selection within Group. It reflects Company commitment to hiring suitable candidates for approved roles while ensuring all recruitment activities comply with relevant employment laws and support effective risk management.
Group Privacy and Data Risk Management Policy	This policy aims to protect the Personal Data and Confidential Information that may be collected during Tune Protect Malaysia's operations and business activities; and to facilitate effective management of information assets and its associated risk across the organisation guided by the information handling rules in accordance to the information lifecycle.
Claims Policy	This policy sets out the minimum standards for claims handling practices.
Underwriting Policy	This policy sets out the governance of underwriting policies, guidelines and procedures in the Company along with the restriction of certain risk acceptance.
Product Development Policy	This policy specifies the policies and procedures for the product development processes. It also outlines the roles and responsibilities of the Product Steering Committee (PSC) who oversees and sets the product strategy to ensure it aligns with overall business goals and strategic directions.
Pricing Policy	This policy sets out the policies and procedures for pricing and re-pricing exercises.
Reinsurance Policy	This policy outlines the policy and procedures that enable the Company to manage and administer its reinsurance arrangement.
Group IT Security Policy	This policy establishes standard of practice that complies with internal, statutory and regulatory requirements in managing technology operation and cyber risks.
Cyber Resilience Policy	This policy outlines the principles for Cyber Resilience and the management of potential cybersecurity incidents. It encompasses several key components such as Identify, Protect, Detect, Respond and Recover which focuses on assessing the current security posture, addressing identified gaps and ensuring business continuity.
Group Infrastructure Policy - Endpoint & Office Productivity	This policy provides a comprehensive overview of procuring, installing, and maintaining hardware and software resources within the Company. It encompasses IT Asset Management, Password Policies, Endpoint Detection and Response (EDR), User Training and awareness, and New Joiner Account Management.
Group Infrastructure Policy - Network & Server	This policy defines the governance and controls for managing network, server, backup, and disaster recovery capabilities to ensure secure, resilient, and reliable IT operations across the Group.
Technology Risk Management Policy	This policy aimed to provide guidance for conducting technology risk assessments and identifying key areas of technology risk. It ensures an effective assessment and analysis for enterprise-wide risk is achieved.

Directors' Report

The directors hereby submit their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

Principal activities

The principal activities of the Company are investment holding and the provision of management services to its subsidiaries. The principal activities and other information of the subsidiaries are set out in Note 5 to the financial statements.

Results

	Group 2025 RM'000	Company 2025 RM'000
Net profit for the year	31,321	12,222
Profit attributable to:		
Equity holders of the Company	26,454	12,222
Non-controlling interests	4,867	-
	31,321	12,222

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

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.

Dividends

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

Directors' Report

Directors

The names of the directors of the Company and its subsidiaries in office since the beginning of the financial year to the date of this report are:

Name of Director	Directors of the entities					
	Holding Company	Subsidiaries				
	TPG*	TIMB*	TPR*	TDL*	WL*	TPV*
Dato' Mohamed Khadar Bin Merican (Chairman of TPG)	✓	-	✓	-	-	-
Mohamed Rashdi Bin Mohamed Ghazalli	✓	✓	-	-	-	-
Aireen Omar	✓	-	-	-	-	-
Kelvin Desmond Malayapillay	Ceased on 27 February 2025	-	-	-	-	-
Ariff Bin Rozhan	✓	-	-	-	-	-
Gan Mei Mei	✓	-	-	-	-	-
Jayakumar A/L Somasundram	✓	✓	-	-	-	-
Azian Binti Kassim	-	✓	-	-	-	-
Lim Chong Beng	-	Ceased on 1 September 2025	-	-	-	-
Lim Joo Leong	-	Appointed on 1 August 2025	-	-	-	-
How Kim Lian	-	✓	✓	-	-	-
Teoh Kek Pin	-	-	-	✓	✓	✓
Yap Hsu Yi	-	-	-	-	✓	-
Koot Chiew Ling	-	-	-	✓	-	✓

* TPG - Tune Protect Group Berhad
TIMB - Tune Insurance Malaysia Berhad
TPR - Tune Protect Re Ltd.
TDL - Tune Direct Ltd.
WL - White Label Sdn. Bhd.
TPV - Tune Protect Ventures Sdn. Bhd.

Directors' Report

Directors' benefits

Neither at the end of the financial year, nor at any time during that financial year, did there subsist any arrangement to which the Company or its subsidiaries were a party, whereby the directors might acquire benefits by means of acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors from the Company and related corporations, 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 corporation with any director or with a firm of which he/she is a member, or with a company in which he/she has a substantial financial interest.

	Group RM'000	Company RM'000
Fees	1,363	939
Allowances and other emoluments	501	338
Insurance effected to indemnify directors *	100	100
	1,964	1,377

During the financial year, the Company purchased a Directors' and Officers' Liability insurance cover to provide indemnity to all directors of the TPG Group for a limit of RM30,000,000 at a premium of RM100,000.

The Company has agreed to indemnify its directors as part of the terms of their appointment against claims by third parties. No payment has been made to indemnify directors for the financial year ended 31 December 2025.

Directors' interests

According to the register of directors' shareholdings, the interests of directors in office at the end of the financial year in shares in the Company or its related corporations during the financial year were as follows:

	Number of ordinary shares			
	As at 1.1.2025 '000	Acquired '000	Disposed '000	As at 31.12.2025 '000

Direct interests:

Director of the Company:

Aireen Omar	600	-	-	600
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Director of the subsidiaries:

How Kim Lian	1,395	643	-	2,038
Koot Chiew Ling	576	-	-	576

Other than as disclosed above, none of the directors in office at the end of the financial year had any interest in shares of the Company or its related corporations during the financial year.

Directors' Report

Long Term Incentive Plan ("LTIP")

On 30 September 2022, the Company launched a Long Term Incentive Plan ("LTIP") where the Company is allowed to grant up to 10% of the issued share capital of the Company (excluding treasury shares, if any) at any point in time. The LTIP replaces the previous Employee Share Option Scheme which was terminated on the same day.

The LTIP comprises a Share Grant Scheme ("LTIP - SGS") and a Employee Share Option Scheme ("LTIP - ESOS"). To date, the Company has granted LTIP - ESOS to the senior management members using an allocation matrix of performance and potential (leadership, role criticality and targetted progression). The LTIP is valid for a period of 10 years from 30 September 2022.

The members of the committee administering the LTIP were as follows:

Aireen Omar
Mohamed Rashdi Bin Mohamed Ghazalli
Yap Hsu Yi

The salient features and other terms of the LTIP - ESOS are disclosed in Note 25 to the financial statements.

Other statutory information

- (a)

Before the statements of financial position and statements of comprehensive income of the Group and of the Company were made out, the directors took reasonable steps:

(i)

to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowances for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowances had been made for doubtful debts; and

(ii)

to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.
- (b)

At the date of this report, the directors are not aware of any circumstances which would render:

(i)

the amount written off for bad debts or the amount of the allowances for doubtful debts of the Group and of the Company inadequate to any substantial extent; and

(ii)

the values attributed to current assets in the financial statements of the Group and of the Company misleading.
- (c)

At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d)

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

As at the date of this report, there does not exist:

(i)

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

(ii)

any contingent liability in respect of the Group or of the Company which has arisen since the end of the financial year other than those arising in the normal course of business of the Group and the Company.

Directors' Report

Other statutory information (cont'd.)

- (f)

In the opinion of the directors:

(i)

no contingent liability 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; and

(ii)

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 or of the Company for the financial year in which this report is made.

For the purpose of paragraphs (e)(ii) and (f)(i) above, contingent or other liabilities do not include liabilities arising from insurance and reinsurance contracts underwritten in the ordinary course of business of the Group.

Significant events

The significant events during the financial year end is disclosed in Note 39 to the financial statements.

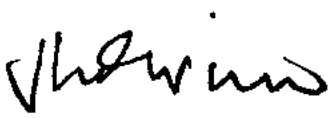
Auditors and auditors' remuneration

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

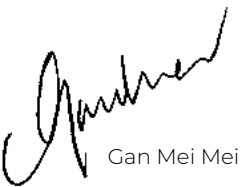
Auditors' remuneration is as follows:

	Group RM'000	Company RM'000
Ernst & Young	1,191	231

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



Dato' Mohamed Khadar Bin Merican



Gan Mei Mei

Kuala Lumpur, Malaysia

Independent Auditors' Report

to the members of Tune Protect Group Berhad (Incorporated in Malaysia)

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

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

- 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 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.

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.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Independent Auditors' Report

to the members of Tune Protect Group Berhad (Incorporated in Malaysia)

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

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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 A/L Rajagopal
No. 03490/03/2028 J
Chartered Accountant

Statements of Financial Position

As at 31 December 2025

		Group		Company	
		2025	2024	2025	2024
	Note	RM'000	RM'000	RM'000	RM'000
Assets					
Property and equipment	3	9,499	4,242	399	564
Intangible assets	4	49,609	42,041	316	291
Right-of-use assets	15	3,718	5,103	4,193	3,144
Investments in subsidiaries	5	-	-	179,128	179,128
Investment in an associate	6	25,576	26,959	40,955	40,955
Investment in a joint venture company	7	1,471	1,510	433	433
Goodwill	8	24,165	24,165	-	-
Investments	9	757,633	766,417	59,453	44,477
Deferred tax assets	13	-	218	-	-
Insurance contract assets	10	17,288	20,371	-	-
Reinsurance contract assets	10	199,463	330,931	-	-
Other receivables	11	49,518	47,187	14,765	15,446
Tax recoverable		244	12,493	224	235
Cash and bank balances		22,949	31,986	339	957
Total assets		1,161,133	1,313,623	300,205	285,630
Equity					
Share capital	12	249,382	249,382	249,382	249,382
LTIP - ESOS reserve		1,067	913	1,067	913
Foreign currency translation reserve		6,119	6,204	-	-
Other comprehensive income ("OCI") reserve		721	190	-	-
Other reserve		756	595	-	-
Retained earnings		293,644	266,789	42,036	29,814
Equity attributable to owners of the parent		551,689	524,073	292,485	280,109
Non-controlling interests		58,741	54,555	-	-
Total equity		610,430	578,628	292,485	280,109
Liabilities					
Deferred tax liabilities	13	6,014	-	-	-
Insurance contract liabilities	10	485,344	669,892	-	-
Reinsurance contract liabilities	10	-	68	-	-
Lease liabilities	15	3,879	5,399	4,250	3,270
Other payables	14	55,466	59,636	3,470	2,251
Total liabilities		550,703	734,995	7,720	5,521
Total equity and liabilities		1,161,133	1,313,623	300,205	285,630

Statements of Comprehensive Income

For the financial year ended 31 December 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Insurance revenue	16	357,485	389,194	-	-
Insurance service expenses	17 , 24	(203,762)	(364,478)	-	-
Insurance service result before reinsurance contracts held		153,723	24,716	-	-
Allocation of reinsurance premiums		(47,720)	(54,286)	-	-
Amounts recoverable from reinsurers for incurred claims	18	(65,564)	39,306	-	-
Net expense from reinsurance contracts held		(113,284)	(14,980)	-	-
Insurance service result		40,439	9,736	-	-
Investment income	19	26,839	21,564	31,161	24,432
Realised gains and losses	20	4,777	17,045	349	316
Fair value gains or losses		1,677	(8,560)	462	66
Total investment income		33,293	30,049	31,972	24,814
Insurance finance expenses for insurance contracts issued	21	(14,942)	(14,689)	-	-
Reinsurance finance income for reinsurance contracts held	22	8,488	7,976	-	-
Net insurance financial result		(6,454)	(6,713)	-	-
Other operating income	23	6,155	3,121	8,094	5,924
Other operating expenses	24	(28,361)	(27,194)	(27,674)	(44,138)
Other finance costs		(119)	(180)	(170)	(172)
Total other income and expenses		(22,325)	(24,253)	(19,750)	(38,386)
Share of results of an associate	6	(2,139)	(6,743)	-	-
Share of results of a joint venture company	7	110	106	-	-
Profit/(loss) before taxation		42,924	2,182	12,222	(13,572)
Taxation	26	(11,603)	559	-	4
Net profit/(loss) for the year		31,321	2,741	12,222	(13,568)

Statements of Comprehensive Income

For the financial year ended 31 December 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Net profit/(loss) for the year		31,321	2,741	12,222	(13,568)
Other comprehensive income/(loss):					
Items that will not be subsequently reclassified to profit or loss:					
Share of other comprehensive income of an associate	6	692	649	-	-
Effect of post-acquisition foreign exchange translation reserve on investment in associate and joint venture company		(85)	(513)	-	-
Other comprehensive income for the year		607	136	-	-
Total comprehensive income/(loss) for the year		31,928	2,877	12,222	(13,568)
Profit/(Loss) attributable to:					
Owners of the parent		26,454	572	12,222	(13,568)
Non-controlling interests		4,867	2,169	-	-
		31,321	2,741	12,222	(13,568)
Other comprehensive income attributable to:					
Owners of the parent		607	136	-	-
Non-controlling interests		-	-	-	-
		607	136	-	-
Total comprehensive income/(loss) attributable to:					
Owners of the parent		27,061	708	12,222	(13,568)
Non-controlling interests		4,867	2,169	-	-
		31,928	2,877	12,222	(13,568)
Earnings per share attributable to owners of the parent (sen per share)					
Basic	27	3.51	0.08		
Diluted	27	3.51	0.08		

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

Statements of Changes in Equity

For the financial year ended 31 December 2025

Group	Attributable to the owners of the parent									
	Share capital RM'000 (Note 12)	OCI reserve RM'000	Other reserve RM'000	Non distributable			Dis-			Total equity RM'000
				LTIP - ESOS reserve RM'000	Foreign currency translation reserves RM'000	tributable Retained earnings RM'000	controlling interests RM'000	Total RM'000		
At 1 January 2024	248,756	(363)	499	1,342	6,717	266,217	523,168	53,002	576,170	
Net profit for the year	-	-	-	-	-	572	572	2,169	2,741	
Other comprehensive income/(loss) for the year	-	553	96	-	(513)	-	136	-	136	
Total comprehensive income/(loss) for the year	-	553	96	-	(513)	572	708	2,169	2,877	
Write-back of equity-settled share options to employees (Note 25)	-	-	-	(252)	-	-	(252)	-	(252)	
Issuance of shares pursuant to LTIP - ESOS	626	-	-	(177)	-	-	449	-	449	
Decrease in non-controlling interest arising from reduction in interest in a subsidiary	-	-	-	-	-	-	-	(616)	(616)	
At 31 December 2024	249,382	190	595	913	6,204	266,789	524,073	54,555	578,628	
At 1 January 2025	249,382	190	595	913	6,204	266,789	524,073	54,555	578,628	
Net profit for the year	-	-	-	-	-	26,454	26,454	4,867	31,321	
Other comprehensive income/(loss) for the year	-	531	161	-	(85)	-	607	-	607	
Total comprehensive income/(loss) for the year	-	531	161	-	(85)	26,454	27,061	4,867	31,928	
Grant of equity-settled share options to employees (Note 25)	-	-	-	154	-	-	154	-	154	
Issuance of shares pursuant to LTIP - ESOS	-	-	-	-	-	-	-	-	-	
Increase/(Decrease) in non-controlling interest arising from reduction in interest in a subsidiary	-	-	-	-	-	401	401	(681)	(280)	
At 31 December 2025	249,382	721	756	1,067	6,119	293,644	551,689	58,741	610,430	

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



Statements of Changes in Equity

For the financial year ended 31 December 2025

Company	Share capital	Non-distributable LTIP - ESOS reserve	Distributable Retained earnings	Total equity
	RM'000 (Note 12)	RM'000	RM'000	RM'000
At 1 January 2024	248,756	1,342	43,382	293,480
Total comprehensive loss for the year	-	-	(13,568)	(13,568)
Write-back of equity-settled share options to employees (Note 25)	-	(252)	-	(252)
Issuance of shares pursuant to LTIP - ESOS	626	(177)	-	449
At 31 December 2024	249,382	913	29,814	280,109
At 1 January 2025	249,382	913	29,814	280,109
Total comprehensive income for the year	-	-	12,222	12,222
Grant of equity-settled share options to employees (Note 25)	-	154	-	154
At 31 December 2025	249,382	1,067	42,036	292,485

Statements of Cash Flows

For the financial year ended 31 December 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Operating activities					
Profit/(Loss) before taxation		42,924	2,182	12,222	(13,572)
Adjustments for:					
Investment income	19	(26,839)	(21,564)	(31,161)	(24,432)
Net unrealised (gains)/losses on foreign exchange		(190)	1,369	38	6
Realised gains on disposal of fair value through profit or loss ("FVTPL") investments	20	(4,762)	(16,942)	(349)	(316)
Fair value (gains)/losses of investments		(1,677)	8,560	(462)	(66)
Gains on disposal of property and equipment	20	(15)	(103)	-	-
Depreciation of property and equipment	24	1,769	1,328	252	242
Depreciation of right-of-use assets	24	2,367	2,387	1,853	1,527
Amortisation of intangible assets	24	6,013	7,757	174	174
Impairment losses on:					
- intangible assets	24	-	2,984	-	-
- investment in a subsidiary	24	-	-	-	20,001
Grant of/(Write-back) equity-settled share options to employees	25	154	(252)	106	(504)
Income from subleasing right-of-use assets	23	-	-	(1,416)	(1,376)
Finance cost	15	85	286	42	172
Share of results of an associate	6	2,139	6,743	-	-
Share of results of a joint venture company	7	(110)	(106)	-	-
Operating profit/(loss) before working capital changes		21,858	(5,371)	(18,701)	(18,144)
Reinsurance contract assets		136,129	8,776	-	-
Insurance contract liabilities		(187,101)	15,535	-	-
Other receivables		2,918	(1,714)	703	(2,635)
Other payables		(3,587)	(235)	1,219	(1,624)

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



Statements of Cash Flows

For the financial year ended 31 December 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Operating activities (cont'd.)					
Cash (used in)/generated from operating activities		(29,783)	16,991	(16,779)	(22,403)
Net interest received		84	13,131	27	558
Net dividend received		21,443	6,445	31,134	23,874
Net income from subleasing right-of-use assets		23	-	1,416	1,376
Income tax refund/(paid)		8,125	3,280	11	(119)
Net cash (used in)/generated from operating activities		(131)	39,847	15,809	3,286
Investing activities					
Purchases of FVTPL financial assets		(373,693)	(614,673)	(50,434)	(54,629)
Proceeds from disposal of FVTPL financial assets		312,078	376,172	36,269	51,392
Movement in amortised cost financial assets		14,748	244,744	-	-
Proceeds from disposal of property and equipment		15	103	-	-
Purchase of property and equipment		3	(2,218)	(87)	(113)
Purchase of intangible assets		4	(13,581)	(199)	(107)
Net cash used in investing activities		(67,459)	(10,286)	(14,451)	(3,457)
Financing activities					
Payment of principal portion of lease liabilities		15	(2,575)	(1,964)	(1,666)
Cash paid to non-controlling interest arising from reduction in interest in a subsidiary			(280)	-	-
Proceeds from issuance of shares pursuant to LTIP - ESOS			-	449	449
Net cash used in financing activities		(2,855)	(2,831)	(1,964)	(1,217)

Statements of Cash Flows

For the financial year ended 31 December 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Net (decrease)/increase in cash and cash equivalents		(70,445)	26,730	(606)	(1,388)
Effect of exchange rate changes on cash and cash equivalents		(327)	(221)	(12)	(12)
Cash and cash equivalents at beginning of year		98,977	72,468	957	2,357
Cash and cash equivalents at end of year		28,205	98,977	339	957
Cash and cash equivalents comprise:					
Fixed and call deposits (with original maturities of less than three months) with licensed financial institutions	9(a)	5,256	66,991	-	-
Cash and bank balances		22,949	31,986	339	957
		28,205	98,977	339	957

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

Notes to the Financial Statements

For the financial year ended 31 December 2025

1. Corporate information

Tune Protect Group Berhad ("the Company") is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The principal activities of the Company are investment holding and provision of management services to its subsidiaries. The principal activities of the subsidiaries are set out in Note 5.

There have been no significant changes in the nature of the principal activities of the Company and its subsidiaries during the financial year other than as disclosed in Note 5.

The address of the principal place of business and registered office of the Company is as follows:

Level 9, Wisma Capital A
No. 19, Lorong Dungun
Damansara Heights
50490 Kuala Lumpur

The financial statements 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

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MASB"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB") and the requirements of the Companies Act, 2016 in Malaysia.

At the beginning of the current financial year, the Group and the Company had fully adopted the amended MFRSs as described fully in Note 2.4.

The financial statements of the Group and the Company have been prepared under the historical cost convention, unless otherwise stated in the accounting policies.

Financial assets and financial liabilities are offset and the net amount is reported in the statements of financial position, only when there is 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 expense will not be offset in the statements of comprehensive income unless required or permitted by any accounting standard or interpretation, as specifically disclosed in the accounting policies of the Group and of the Company.

The financial statements are presented in Ringgit Malaysia (RM) and all values are rounded to the nearest thousand (RM'000) except when otherwise indicated.

2. Material accounting policies (cont'd.)

2.2 Basis of consolidation

(a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 31 December 2025. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Company has less than a majority of the voting or similar rights of an investee, the Company considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Company's voting rights and potential voting rights.

The Company re-assesses 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. Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the statements of comprehensive income from the date the Company gains control until the date the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group 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 subsidiaries to bring their accounting policies to align with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Company loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.2 Basis of consolidation (cont'd.)

(b) Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at fair value at the acquisition date ("acquisition date fair value"), and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in management expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions at the acquisition date. This includes the separation of embedded derivatives from host contracts by the acquiree. No reclassification of insurance contracts is required as part of the accounting for the business combination.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value as at the acquisition date through profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument, and within the scope of MFRS 9 *Financial Instruments* ("MFRS 9"), is measured at fair value with changes in fair value recognised either in profit or loss or OCI. If the contingent consideration is not within the scope of MFRS 9, it is measured in accordance with the appropriate MFRS. Contingent consideration that is classified as equity is not remeasured and its subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purposes of impairment testing, goodwill acquired in a business combination is allocated to each of the Group's cash-generating units ("CGU") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a CGU and part of the operation within that unit is disposed, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the CGU retained.

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies

(a) Investments in associates and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control. The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries.

The Group's investments in its associate and joint venture are accounted for using the equity method. Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

The statement of comprehensive income reflects the Group's share of the results of operations of the associate or joint venture. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the Company and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the statement of comprehensive income outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss in profit or loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(b) Property and equipment

Property and equipment includes renovation, furniture, fittings, office equipment, computers and motor vehicles. Property and equipment are stated at cost less accumulated depreciation and any impairment losses. Residual values, useful lives and depreciation method are reviewed and adjusted prospectively, if appropriate, at each reporting date 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. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.3(f).

The cost of an item of property and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition for its intended use. Expenditure incurred after items of property and equipment have been put into operation, such as repairs and maintenance, is charged to profit or loss in the period in which it is incurred. 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.

Depreciation of property and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over its estimated useful life at the following annual rates:

Renovation	10%
Motor vehicles	20%
Furniture, fittings and office equipment	12% - 17%
Computers	14% - 25%

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Upon the disposal of an item of property and equipment, the difference between the net disposal proceeds and the net carrying amount is recognised in profit or loss.

(c) Leases

The Group and the Company assess at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group and the Company as lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group and the Company recognise lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(c) Leases (cont'd.)

The Group and the Company as lessee (cont'd.)

(i) Right-of-use assets

The Group and the Company recognise right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets which is between 2 to 5 years for office premises.

If ownership of the leased asset transfers to the Group and the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment, as disclosed in Note 2.3(f).

(ii) Lease liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and the Company, and payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the lease payments shall be discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group and the Company use the incremental borrowing rate at the lease commencement date. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

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For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(c) Leases (cont'd.)

The Group and the Company as lessee (cont'd.)

(iii) Short-term leases and leases of low-value assets

The Group and the Company apply the short-term lease recognition exemption to its short-term leases of computer and office equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Group and the Company also apply the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

The Group and the Company as lessor

Leases in which the Group and the Company do not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statements of comprehensive income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

(d) Intangible assets

Intangible assets of the Group and the Company consist of computer software, agency relationship, customer relationship, digital direct marketing platform, license acquisition costs and other intangible assets development-in-progress. These intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. The costs of generating other internally generated intangible assets are classified into whether they arise in a research phase or development phase. Research expenditure is charged to profit or loss in which the expense is incurred whilst development expenditure that meets specified criteria is capitalised at cost.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised on a straight-line basis over the estimated economic useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least once annually at each reporting date. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in profit or loss in the expense category that is consistent with the function of the intangible assets.

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

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(d) Intangible assets (cont'd.)

Costs that are directly associated with the software or assets development in progress are recognised as intangible assets if it meets the specified criteria. The software which is being developed is expected to generate economic benefits beyond one year. Direct attributable costs include the employee costs involved in the development of the software and in acquisition of licences and an appropriate portion of relevant overheads to prepare the asset for its intended use.

These assets development-in-progress are not amortised until such time that they are ready for their intended use. Upon completion of the development, the in-house developed computer software will be amortised using the straight-line method over the estimated useful lives of 10 to 15 years.

The acquired intangible assets are amortised using the straight-line method over the following estimated useful lives:

Computer software	4 to 15 years
Agency relationship	8 years
Customer relationship	5 years
Digital direct marketing platform	4 years
License acquisition costs	4 years

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the CGU level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal.

Gains or losses arising from the derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss.

(e) Investments in subsidiaries

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses. On disposal of such investments, the difference between the net disposal proceeds and their carrying amounts is included in profit or loss.



Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(f) Impairment of non-financial assets

The carrying amounts of non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated to determine the amount of loss.

For goodwill, the recoverable amount is estimated at each reporting date or more frequently when indicators of impairment are identified.

For the purpose of impairment testing of these assets, recoverable amount is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, recoverable amount is determined for the CGU to which the asset belongs. Goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's CGUs that is expected to benefit from the synergies of the combination.

An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and 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 unit on a pro-rata basis.

An impairment loss is recognised in profit or loss in the period in which it arises, unless the asset is carried at a revalued amount, in which case the impairment loss is accounted for as a revaluation decrease to the extent that the impairment loss does not exceed the amount held in the asset revaluation reserve for the same asset.

Impairment loss on goodwill is not reversed in a subsequent period. An impairment loss for an asset other than goodwill is reversed if, and 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. The carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss, unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase.

(g) Investments and financial assets

Initial recognition and measurement

Financial instruments are classified, at initial recognition, as financial assets at fair value through profit or loss ("FVTPL") and at amortised cost. Financial instruments are initially recognised at their fair value. Except for financial assets recorded at FVTPL, transaction costs are added to this amount.

The classification depends on the instrument's contractual cash flow terms and the entity's business model for managing the instruments.

Regular way purchases and sales of financial assets are recognised on trade date, the date on which the Group commits to purchase or sell the asset.

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(g) Investments and financial assets (cont’d.)

Initial recognition and measurement (cont’d.)

Debt instruments measured at amortised cost

Debt instruments are held at amortised cost if both of the following conditions are met:

- (i) The instruments are held within a business model with the objective of holding the instrument to collect the contractual cash flows; and
- (ii) The contractual terms of the debt instrument give rise on specified dates to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.

The details of these conditions are outlined below.

- (i) Business model assessment

The Group and the Company determine its business model at the level that best reflects how it manages groups of financial assets to achieve its business objective.

The Group and the Company hold financial assets to generate returns and provide a capital base to provide for settlement of claims as they arise. The Group and the Company consider the timing, amount and volatility of cash flow requirements to support insurance liability portfolios in determining the business model for the assets as well as the potential to maximise return for shareholders and future business development.

The Group and the Company's business model is not assessed on an instrument-by-instrument basis, but at a higher level of aggregated portfolios that is based on observable factors such as:

- (a) How the performance of the business model and the financial assets held within that business model are evaluated and reported to the Group and the Company's key management personnel;
- (b) The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular, the way those risks are managed; and
- (c) How managers of the business are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected).

The expected frequency, value and timing of asset sales are also important aspects of the Group's and the Company's assessment.

The business model assessment is based on reasonably expected scenarios without taking 'worst case' or 'stress case' scenarios into account. If cash flows after initial recognition are realised in a way that is different from the Group's and the Company's original expectations, the Group and the Company do not change the classification of the remaining financial assets held in that business model, but incorporate such information when assessing newly originated or newly purchased financial assets going forward.

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For the financial year ended 31 December 2025

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(g) Investments and financial assets (cont’d.)

Initial recognition and measurement (cont’d.)

Debt instruments measured at amortised cost (cont'd.)

(ii) SPPI test

As a second step of its classification process, the Group and the Company assess the contractual terms to identify whether they meet the SPPI test.

‘Principal’ for the purpose of this test is defined as the fair value of the financial asset at initial recognition and may change over the life of the financial asset (for example, if there are repayments of principal or amortisation of the premium/discount).

The most significant elements of interest within a debt arrangement are typically the consideration for the time value of money and credit risk. To make the SPPI assessment, the Group and the Company apply judgement and consider relevant factors such as the currency in which the financial asset is denominated, and the period for which the interest rate is set.

Financial assets measured at FVTPL

Financial assets in this category are those that are managed in a fair value business model, or that have been designated by management upon initial recognition, or are mandatorily required to be measured at fair value under MFRS 9. This category includes debt instruments whose cash flow characteristics fail the SPPI criterion or are not held within a business model whose objective is either to collect contractual cash flows, or to both collect contractual cash flows and sell.

Subsequent measurement

Debt instruments measured at amortised cost

After initial measurement, debt instruments are measured at amortised cost, using the effective interest rate ("EIR") method, less allowance for impairment. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. Expected Credit Losses ("ECLs") are recognised in profit or loss when the investments are impaired.

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(g) Investments and financial assets (cont’d.)

Subsequent measurement (cont’d.)

Financial assets measured at FVTPL

Financial assets at FVTPL are recorded in the statement of financial position at fair value. Changes in fair value are recorded in profit or loss. Interest earned on assets measured at FVTPL is recorded using contractual interest rate. Dividend income from equity instruments measured at FVTPL is recorded in profit or loss when the right to the payment has been established.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- (i) The rights to receive cash flows from the asset have expired; or
- (ii) The Group and the Company have transferred its right to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either: (a) the Group and the Company have transferred substantially all the risks and rewards of the asset; or (b) the Group and the Company have neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

The Group and the Company consider control to be transferred if and only if, the transferee has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise that ability unilaterally and without imposing additional restrictions on the transfer.

When the Group and the Company have neither transferred nor retained substantially all the risks and rewards and has retained control of the asset, the asset continues to be recognised only to the extent of the Group and the Company's continuing involvement, in which case, the Group and the Company also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group and the Company have retained.

(h) 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.

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For the financial year ended 31 December 2025

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(h) Impairment of financial assets (cont'd.)

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

(iii) LGD

The LGD 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 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 insurance (which is included within the insurance contract liabilities and reinsurance contract assets) 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.

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(i) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, according to the substance of the contractual arrangements entered into and the definitions of a financial liability.

Financial liabilities are recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instrument.

All financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. All financial liabilities of the Group and the Company, comprising insurance payables and other payables except for those covered under MFRS 4 *Insurance Contracts* ("MFRS 4"), are classified as other financial liabilities.

Subsequent measurement

Other payables are subsequently measured at amortised cost using the effective interest rate method.

For other financial liabilities, gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

(j) Equity instruments

Ordinary share capital

The Company has issued ordinary shares that are classified as equity. Incremental external costs that are directly attributable to the issuance of these shares are recognised in equity, net of tax.

Dividends on ordinary share capital

Dividends on ordinary shares are recognised as a liability and deducted from equity when they are approved by the Company's shareholders.

Dividends for the year that are approved after the reporting date are dealt with as an event after the reporting date.

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For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(k) Fair value measurement

The Group and the Company measure certain financial instruments at fair value at each reporting date.

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 to by the Group and the Company.

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 interests.

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

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.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 Valuation techniques for which all inputs that are significant to the fair value measurement are directly or indirectly observable
- Level 3 Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

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 end of each reporting period.

For investments in unit trust funds and collective investment schemes, fair value is determined by reference to published net asset values.

The fair values of floating rate over-night deposits with financial institutions is their carrying value. The carrying value is the cost of the deposit/placements.

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(k) Fair value measurement (cont'd.)

The fair values of Malaysian Government Securities, Cagamas Papers and unquoted corporate bonds are determined by reference to Bond Pricing Agency Malaysia.

For the purpose of fair value disclosures, the Group and the Company have determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy, as explained above.

Fair-value related disclosures for financial instruments and non-financial assets that are measured at fair value or where fair values are disclosed, are summarised in the following notes:

- Disclosures for valuation methods, significant estimates and assumptions Note 36
- Quantitative disclosures of fair value measurement hierarchy Note 36
- Financial instruments (including those carried at amortised cost) Notes 9 & 36

(l) Insurance and reinsurance contracts

(i) Insurance and reinsurance contracts classification

The Group issues insurance contracts in the normal course of business, under which it accepts significant insurance risk from its policyholders. As a general guideline, the Group determines 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 issues non-life insurance to individuals and businesses. Non-life insurance products offered include motor, fire and travel personal accident. These products offer protection of policyholder's assets and indemnification of other parties that have suffered damage as a result of a policyholder's accident.

The Group also issues 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 does not issue any contracts with direct participating features.

Investment contracts are those contracts that do not transfer significant insurance risk.

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For the financial year ended 31 December 2025

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(I) Insurance and reinsurance contracts (cont’d.)

(ii) Insurance and reinsurance contracts accounting treatment

(a) Separating components from insurance and reinsurance contracts

The Group assesses its non-life 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 applies MFRS 17 to all remaining components of the (host) insurance contract. Currently, the Group’s products do not include any distinct components that require separation.

Some reinsurance contracts issued contain profit commission arrangements. Under these arrangements, there is a minimum guaranteed amount that the policyholder will always receive – either in the form of profit commission, or as claims, or another contractual payment irrespective of the insured event happening. The minimum guaranteed amounts have been assessed to be highly interrelated with the insurance component of the reinsurance contacts and are, therefore, non-distinct investment components which are not accounted for separately. However, receipts and payments of these investment components are recognised outside of profit or loss.

(b) Level of aggregation

MFRS 17 requires the Group to determine the level of aggregation for applying its requirements. The level of aggregation for the Group is determined firstly by dividing the business written into portfolios. Portfolios comprise groups of contracts with similar risks which are managed together. Portfolios are further divided based on expected profitability at inception into three categories: onerous contracts, contracts with no significant risk of becoming onerous, and the remainder. This means that, for determining the level of aggregation, the Group identifies a contract as the smallest ‘unit’, i.e., the lowest common denominator.

However, the Group makes an evaluation of whether a series of contracts need to be treated together as one unit based on reasonable and supportable information, or whether a single contract contains components that need to be separated and treated as if they were stand-alone contracts. As such, what is treated as a contract for accounting purposes may differ from what is considered as a contract for other purposes (i.e., legal or management). MFRS 17 also requires that no group for level of aggregation purposes may contain contracts issued more than one year apart.

The Group applied a modified retrospective approach for transition to MFRS 17. The portfolios are further divided by year of issue and profitability for recognition and measurement purposes. Hence, within each year of issue, portfolios of contracts are divided into three groups, as follows:

- A group of contracts that are onerous at initial recognition (if any);
- A group of contracts that, at initial recognition, have no significant possibility of becoming onerous subsequently (if any); and
- A group of the remaining contracts in the portfolio (if any).

2. Material accounting policies (cont’d.)

2.3 Summary of material accounting policies (cont’d.)

(I) Insurance and reinsurance contracts (cont’d.)

(ii) Insurance and reinsurance contracts accounting treatment (cont’d.)

(b) Level of aggregation (cont’d.)

The profitability of groups of contracts is assessed by actuarial valuation models that take into consideration existing and new business. The Group assumes that no contracts in the portfolio are onerous at initial recognition unless facts and circumstances indicate otherwise. For contracts that are not onerous, the Group assesses, at initial recognition, that there is no significant possibility of becoming onerous subsequently by assessing the likelihood of changes in applicable facts and circumstances. The Group considers facts and circumstances to identify whether a group of contracts are onerous based on:

- Pricing information;
- Results of similar contracts it has recognised; and
- Environmental factors, e.g., a change in market experience or regulations.

The Group divides portfolios of reinsurance contracts held applying the same principles set out above, except that the references to onerous contracts refer to contracts on which there is a net gain on initial recognition. For some groups of reinsurance contracts held, a group can comprise a single contract.

(c) Recognition

The Group recognises groups of insurance contracts it issues from the earliest of the following:

- The beginning of the coverage period of the group of contracts;
- The date when the first payment from a policyholder in the group is due or when the first payment is received if there is no due date; and
- For a group of onerous contracts, if facts and circumstances indicate that the group is onerous.

The Group recognises a group of reinsurance contracts held it has entered into from the earlier of the following:

- The beginning of the coverage period of the group of reinsurance contracts held. (However, the Group delays the recognition of a group of reinsurance contracts held that provide proportionate coverage until the date any underlying insurance contract is initially recognised, if that date is later than the beginning of the coverage period of the group of reinsurance contracts held.

And

- The date the Group recognises an onerous group of underlying insurance contracts if the Group entered into the related reinsurance contract held in the group of reinsurance contracts held at or before that date.

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2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(l) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(c) Recognition (cont'd.)

The reinsurance contracts held by the Group provide proportionate cover. Therefore the Group does not recognise a proportional reinsurance contract held until at least one underlying direct insurance contract has been recognised.

The Group adds new contracts to the group in the reporting period in which that contract meets one of the criteria set out above.

(d) Contract boundary

The Group includes in the measurement of a group of insurance contracts all the future 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 can compel the policyholder to pay the premiums, or in which the Group has a substantive obligation to provide the policyholder with insurance contract services. A substantive obligation to provide insurance contract services ends when:

- The Group has the practical ability to reassess the risks of the particular policyholder and, as a result, can set a price or level of benefits that fully reflects those risks;

Or

- Both of the following criteria are satisfied:
 - The Group has the practical ability to reassess the risks of the portfolio of insurance contracts that contain the contract and, as a result, can set a price or level of benefits that fully reflects the risk of that portfolio; and
 - The pricing of the premiums up to the date when the risks are reassessed does not take into account the risks that relate to periods after the reassessment date.

A liability or asset relating to expected premiums or claims outside the boundary of the insurance contract is not recognised. Such amounts relate to future insurance contracts.

(e) Measurement - General Model

Insurance contracts - Initial measurement

The general model measures a group of insurance contracts as the total of:

- Fulfilment cash flows; and
- A CSM representing the unearned profit the Group will recognise as they provide insurance contract services under the insurance contracts in the group.

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For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(l) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(e) Measurement - General Model (cont'd.)

Insurance contracts - Initial measurement (cont'd.)

Fulfilment cash flows comprise unbiased and probability-weighted estimates of future cash flows, discounted to present value to reflect the time value of money and financial risks, plus a risk adjustment for non-financial risk. The Group's objective in estimating future cash flows is to determine the expected value, or the probability-weighted mean, of the full range of possible outcomes, considering all reasonable and supportable information available at the reporting date without undue cost or effort. The Group estimates future cash flows considering a range of scenarios which have commercial substance and give a good representation of possible outcomes. The cash flows from each scenario are probability-weighted and discounted using current assumptions.

When estimating future cash flows, the Group includes all cash flows that are within the contract boundary including:

- Premiums and related cash flows;
- Claims and benefits, including reported claims not yet paid, incurred claims not yet reported and expected future claims:
 - Payments to policyholders resulting from embedded surrender value options; and
 - An allocation of insurance acquisition cash flows attributable to the portfolio to which the contract belongs.
- Claims handling costs;
- Policy administration and maintenance costs, including recurring commissions that are expected to be paid to intermediaries;
- An allocation of fixed and variable overheads directly attributable to fulfilling insurance contracts;
- Transaction-based taxes.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(I) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(e) Measurement - General Model (cont'd.)

Insurance contracts - Initial measurement (cont'd.)

The Group does not provide investment-return services in respect of contracts that they issue, nor do they perform investment activities for the benefit of policyholders.

The Group incorporates, in an unbiased way, all reasonable and supportable information available without undue cost or effort about the amount, timing and uncertainty of those future cash flows. The Group estimates the probabilities and amounts of future payments under existing contracts based on information obtained, including:

- Information about claims already reported by policyholders;
- Other information about the known or estimated characteristics of the insurance contracts;
- Historical data about the Group's own experience, supplemented when necessary with data from other sources. Historical data is adjusted to reflect current conditions; and
- Current pricing information, when available.

The measurement of fulfilment cash flows includes insurance acquisition cash flows which are allocated as a portion of premium to profit or loss (through insurance revenue) over the period of the contract in a systematic and rational way on the basis of the passage of time. The Group does not elect to accrete interest on insurance acquisition cash flows to be allocated to profit or loss.

Insurance contracts - Subsequent measurement

The CSM at the end of the reporting period represents the profit in the group of insurance contracts that has not yet been recognised in profit or loss, because it relates to future service to be provided.

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(I) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(e) Measurement - General Model (cont'd.)

Insurance contracts - Subsequent measurement (cont'd.)

For a group of insurance contracts the carrying amount of the CSM of the group at the end of the reporting period equals the carrying amount at the beginning of the reporting period adjusted, as follows:

- The effect of any new contracts added to the group;
- Interest accreted on the carrying amount of the CSM during the reporting period, measured at the discount rates at initial recognition;
- The changes in fulfilment cash flows relating to future service, except to the extent that:
 - Such increases in the fulfilment cash flows exceed the carrying amount of the CSM, giving rise to a loss;
- Or
 - Such decreases in the fulfilment cash flows are allocated to the loss component of the liability for remaining coverage.
- The effect of any currency exchange differences on the CSM; and
- The amount recognised as insurance revenue because of the transfer of insurance contract services in the period, determined by the allocation of the CSM remaining at the end of the reporting period (before any allocation) over the current and remaining coverage period.

The locked-in discount rate is the weighted average of the rates applicable at the date of initial recognition of contracts that joined a group over a 12-month period. The discount rate used for accretion of interest on the CSM is determined using the bottom-up approach at inception.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(I) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(e) Measurement - General Model (cont'd.)

Insurance contracts - Subsequent measurement (cont'd.)

The changes in fulfilment cash flows relating to future service that adjust the CSM comprise of:

- Experience adjustments that arise from the difference between the premium receipts (and any related cash flows such as insurance acquisition cash flows and insurance premium taxes) and the estimate, at the beginning of the period, of the amounts expected. Differences related to premiums received (or due) related to current or past services are recognised immediately in profit or loss while differences related to premiums received (or due) for future services are adjusted against the CSM;
- Changes in estimates of the present value of future cash flows in the liability for remaining coverage, except those relating to the time value of money and changes in financial risk (recognised in the statement of comprehensive income rather than adjusting the CSM);
- Differences between any investment component expected to become payable in the period and the actual investment component that becomes payable in the period. Those differences are determined by comparing (i) the actual investment component that becomes payable in the period with (ii) the payment in the period that was expected at the start of the period plus any insurance finance income or expenses related to that expected payment before it becomes payable. The same applies to a policyholder loan that becomes repayable; and
- Changes in the risk adjustment for non-financial risk that relate to future service.

Except for changes in the risk adjustment, adjustments to the CSM noted above are measured at discount rates that reflect the characteristics of the cash flows of the group of insurance contracts at initial recognition.

Where, during the coverage period, a group of insurance contracts becomes onerous, the Group recognises a loss in profit or loss for the net outflow, resulting in the carrying amount of the liability for the group being equal to the fulfilment cash flows. A loss component is established by the Group for the liability for remaining coverage for such onerous group depicting the losses recognised.

The Group measures the carrying amount of a group of insurance contracts at the end of each reporting period as the sum of: (i) the liability for remaining coverage comprising fulfilment cash flows related to future service allocated to the group at that date and the CSM of the group at that date; and (ii) the liability for incurred claims for the Group comprising the fulfilment cash flows related to past service allocated to the group at that date.

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(I) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(e) Measurement - General Model (cont'd.)

Insurance acquisition cash flows

Insurance acquisition cash flows arise 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.

Where insurance acquisition cash flows have been paid or incurred before the related group of insurance contracts is recognised in the statement of financial position, a separate asset for insurance acquisition cash flows is recognised for each related group.

The asset for insurance acquisition cash flow is derecognised from the statement of financial position when the insurance acquisition cash flows are included in the initial measurement of the CSM of the related group of insurance contracts. The Group expects to derecognise all assets for insurance acquisition cash flows within one year.

Insurance contracts - modification and derecognition

The Group derecognises 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. In such cases, the Group derecognises the initial contract and recognises the modified contract as a new contract.

(f) Measurement - Premium Allocation Approach

Adopted approach by the Group:

- Premium Allocation Approach ("PAA") eligibility: The coverage period is assumed to be one year or less, and therefore qualifies automatically for PAA. Some insurance contracts include coverage periods greater than one year. However, there is no material difference in the measurement of the liability for remaining coverage between PAA and the general model; therefore, these also qualify for PAA;
- Insurance acquisition cash flows for insurance contracts issued: Insurance acquisition cash flows are allocated to related groups of insurance contracts and amortised over the coverage period of the related group;

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(I) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(f) Measurement - Premium Allocation Approach (cont'd.)

Adopted approach by the Group: (cont'd.)

- Liability for Remaining Coverage ("LFRC") adjusted for financial risk and time value of money: An allowance is made for the accretion of interest on the LFRC;
- Liability for Incurred Claims ("LFIC") adjusted for time value of money: The LFIC is adjusted for the time value of money; and
- Insurance finance income and expense: The change in LFRC and LFIC as a result of changes in discount rates will be captured within profit or loss.

Insurance contracts - Initial measurement

The Group applies the PAA to insurance contracts that it issues and reinsurance contracts that it holds, as:

- The coverage period of each contract in the group is one year or less, including insurance contract services arising from all premiums within the contract boundary;

Or

- For contracts longer than one year, the Group has modelled possible future scenarios and reasonably expects that the measurement of the liability for remaining coverage for the group containing those contracts under the PAA does not differ materially from the measurement that would be produced applying the general model. In assessing materiality, the Company has also considered qualitative factors such as the nature of the risk and types of its lines of business.

The Group does not apply the PAA if, at the inception of the group of contracts, it expects significant variability in the fulfilment cash flows that would affect the measurement of the liability for the remaining coverage during the period before a claim is incurred. Variability in the fulfilment cash flows increases with, for example:

- The extent of future cash flows related to any derivatives embedded in the contracts; and
- The length of the coverage period of the group of contracts.

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(I) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(f) Measurement - Premium Allocation Approach (cont'd.)

Insurance contracts - Initial measurement (cont'd.)

For a group of contracts that is not onerous at initial recognition, the Group measures the liability for remaining coverage as:

- The premiums, if any, received at initial recognition;
- Minus any insurance acquisition cash flows at that date, with the exception of contracts which are one year or less where this is expensed;
- Plus or minus any amount arising from the derecognition at that date of the asset recognised for insurance acquisition cash flows and
- Any other asset or liability previously recognised for cash flows related to the group of contracts that the Group pays or receives before the group of insurance contracts is recognised.

There is no allowance for time value of money for the liability for remaining coverage as the premiums are received within one year of the coverage period.

Where facts and circumstances indicate that contracts are onerous at initial recognition, the Group performs additional analysis to determine if a net outflow is expected from the contract. Such onerous contracts are separately grouped from other contracts and the Group recognises a loss in profit or loss for the net outflow, resulting in the carrying amount of the liability for the group being equal to the fulfilment cash flows. A loss component is established by the Group for the liability for remaining coverage for such onerous group depicting the losses recognised.

Reinsurance contracts held – initial measurement

The Group measures its reinsurance assets for a group of reinsurance contracts that it holds on the same basis as insurance contracts that it issues. However, they are adapted to reflect the features of reinsurance contracts held that differ from insurance contracts issued, for example the generation of expenses or reduction in expenses rather than revenue.

Where the Group recognises 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 establishes a loss-recovery component of the asset for remaining coverage for a group of reinsurance contracts held depicting the recovery of losses.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(l) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(f) Measurement - Premium Allocation Approach (cont'd.)

Reinsurance contracts held – initial measurement (cont'd.)

The Group calculates the loss-recovery component by multiplying the loss recognised on the underlying insurance contracts and the percentage of claims on the underlying insurance contracts the Group expects to recover from the group of reinsurance contracts held. The Group uses a systematic and rational method to determine the portion of losses recognised on the group to insurance contracts covered by the group of reinsurance contracts held where some contracts in the underlying group are not covered by the group of reinsurance contracts held.

The loss-recovery component adjusts the carrying amount of the asset for remaining coverage.

Insurance contracts - subsequent measurement

The Group measures the carrying amount of the liability for remaining coverage at the end of each reporting period as the liability for remaining coverage at the beginning of the period:

- Plus premiums received in the period;
- Minus insurance acquisition cash flows;
- Plus any amounts relating to the amortisation of the insurance acquisition cash flows recognised as an expense in the reporting period for the group;
- Plus any adjustment to the financing component, where applicable;
- Minus the amount recognised as insurance revenue for the services provided in the period;
- Minus any investment component paid or transferred to the liability for incurred claims.

The Group estimates the liability for incurred claims as the fulfilment cash flows related to incurred claims. The fulfilment cash flows incorporate, in an unbiased way, all reasonable and supportable information available without undue cost or effort about the amount, timing and uncertainty of those future cash flows, they reflect current estimates from the perspective of the Group, and include an explicit adjustment for non-financial risk (the risk adjustment). The Group does not adjust the future cash flows for the time value of money and the effect of financial risk for the measurement of liability for incurred claims that are expected to be paid within one year of being incurred.

Where, during the coverage period, facts and circumstances indicate that a group of insurance contracts is onerous, the Group recognises a loss in profit or loss for the net outflow, resulting in the carrying amount of the liability for the group being equal to the fulfilment cash flows. A loss component is established by the Group for the liability for remaining coverage for such onerous group depicting the losses recognised.

Insurance acquisition cash flows are allocated on a straight-line basis as a portion of premium to profit or loss (through insurance revenue).

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(l) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(f) Measurement - Premium Allocation Approach (cont'd.)

Reinsurance contracts held – subsequent measurement

The subsequent measurement of reinsurance contracts held follows the same principles as those for insurance contracts issued and has been adapted to reflect the specific features of reinsurance held.

Where the Group has established a loss-recovery component, the Group subsequently reduces the loss recovery component 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.

Insurance acquisition cash flows

Insurance acquisition cash flows arise 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.

The Group uses a systematic and rational method to allocate:

- (a) Insurance acquisition cash flows that are directly attributable to a group of insurance contracts:
 - (i) to that group; and
 - (ii) to groups that include insurance contracts that are expected to arise from the renewals of the insurance contracts in that group.
- (b) Insurance acquisition cash flows directly attributable to a portfolio of insurance contracts that are not directly attributable to a group of contracts, to groups in the portfolio.

Where insurance acquisition cash flows have been paid or incurred before the related group of insurance contracts is recognised in the statement of financial position, a separate asset for insurance acquisition cash flows is recognised for each related group.

The asset for insurance acquisition cash flow is derecognised from the statement of financial position when the insurance acquisition cash flows are included in the initial measurement of the related group of insurance contracts.

At the end of each reporting period, the Group revises amounts of insurance acquisition cash flows allocated to groups of insurance contracts not yet recognised, to reflect changes in assumptions related to the method of allocation used.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(l) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(f) Measurement - Premium Allocation Approach (cont'd.)

Insurance acquisition cash flows (cont'd.)

After any re-allocation, the Group assesses the recoverability of the asset for insurance acquisition cash flows, if facts and circumstances indicate the asset may be impaired. When assessing the recoverability, the Group applies:

- (a) An impairment test at the level of an existing or future group of insurance contracts; and
- (b) An additional impairment test specifically covering the insurance acquisition cash flows allocated to expected future contract renewals.

If an impairment loss is recognised, the carrying amount of the asset is adjusted and an impairment loss is recognised in profit or loss.

The Group recognises in profit or loss a reversal of some or all of an impairment loss previously recognised and increases the carrying amount of the asset, to the extent that the impairment conditions no longer exist or have improved.

Insurance contracts – modification and derecognition

The Group derecognises 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 derecognises the initial contract and recognises the modified contract as a new contract.

When a modification is not treated as a derecognition, the Group recognises amounts paid or received for the modification with the contract as an adjustment to the relevant liability for remaining coverage.

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(l) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(g) Presentation

The Group has presented separately, in the statement 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.

Any assets for insurance acquisition cash flows recognised before the corresponding insurance contracts are included in the carrying amount of the related groups of insurance contracts are allocated to the carrying amount of the portfolios of insurance contracts that they relate to.

The Group disaggregates the total amount recognised in the statement of comprehensive income into an insurance service result, comprising insurance revenue and insurance service expense, and insurance finance income or expenses.

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

The Group separately presents income or expenses from reinsurance contracts held from the expenses or income from insurance contracts issued.

Insurance revenue - General Model

The Group's insurance revenue depicts the provision of services arising from a group of insurance contracts at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those services. Insurance revenue from a group of insurance contracts is therefore the relevant portion for the period of the total consideration for the contracts, (i.e., the amount of premiums paid to the Group adjusted for financing effect (the time value of money) and excluding any investment components). The total consideration for a group of contracts covers amounts related to the provision of services and is comprised of:

- Insurance service expenses, excluding any amounts relating to the risk adjustment for non-financial risk and any amounts allocated to the loss component of the liability for remaining coverage;
- Amounts related to income tax that are specifically chargeable to the policyholder;
- The risk adjustment for non-financial risk, excluding any amounts allocated to the loss component of the liability for remaining coverage;
- The CSM release; and
- Amounts related to insurance acquisition cash flows.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(l) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(g) Presentation (cont'd.)

Insurance revenue - Premium Allocation Approach

The insurance revenue for the period is the amount of expected premium receipts (excluding any investment component) allocated to the period. The Group allocates the expected premium receipts to each period of insurance contract services on the basis of the passage of time. But if the expected pattern of release of risk during the coverage period differs significantly from the passage of time, then the allocation is made on the basis of the expected timing of incurred insurance service expenses.

The Group changes the basis of allocation between the two methods above as necessary, if facts and circumstances change. The change is accounted for prospectively as a change in accounting estimate.

For the periods presented, all revenue has been recognised on the basis of the passage of time.

Loss components - General Model

The Group has grouped contracts that are onerous at initial recognition separately from contracts in the same portfolio that are not onerous at initial recognition. Groups that were not onerous at initial recognition can also subsequently become onerous if assumptions and experience changes. The Group has established a loss component of the liability for remaining coverage for any onerous group depicting the future losses recognised.

A loss component represents a notional record of the losses attributable to each group of onerous insurance contracts (or contracts profitable at inception that have become onerous). The loss component is released based on a systematic allocation of the subsequent changes relating to future service in the fulfilment cash flows to: (i) the loss component; and (ii) the liability for remaining coverage excluding the loss component. The loss component is also updated for subsequent changes relating to future service in estimates of the fulfilment cash flows and the risk adjustment for non-financial risk. The systematic allocation of subsequent changes to the loss component results in the total amounts allocated to the loss component being equal to zero by the end of the coverage period of a group of contracts (since the loss component will have been materialised in the form of incurred claims). The Group uses the proportion on initial recognition to determine the systematic allocation of subsequent changes in future cash flows between the loss component and the liability for remaining coverage excluding the loss component.

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(l) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(g) Presentation (cont'd.)

Loss components - Premium Allocation Approach

The Group assumes that no contracts are onerous at initial recognition unless facts and circumstances indicate otherwise. Where this is not the case, and if at any time during the coverage period, the facts and circumstances mentioned in Level of Aggregation, indicate that a group of insurance contracts is onerous, the Group establishes a loss component as the excess of the fulfilment cash flows that relate to the remaining coverage of the group over the carrying amount of the liability for remaining coverage of the group as determined. Accordingly, by the end of the coverage period of the group of contracts the loss component will be zero.

Loss-recovery components - General Model

When the Group recognises 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 establishes a loss-recovery component of the asset for remaining coverage for a group of reinsurance contracts held depicting the recovery of losses.

Where a loss component has been set up subsequent to initial recognition of a group of underlying insurance contracts, the portion of income that has been recognised from related reinsurance contracts held is disclosed as a loss-recovery component.

Where a loss-recovery component has been set up at initial recognition or subsequently, the Group adjusts the loss-recovery component to reflect changes in the loss component of an onerous group of underlying insurance contracts.

The carrying amount of the loss-recovery component must not exceed the portion of the carrying amount of the loss component of the onerous group of underlying insurance contracts that the Group expects to recover from the group of reinsurance contracts held. On this basis, the loss-recovery component recognised at initial recognition is reduced to zero in line with reductions in the onerous group of underlying insurance contracts and is nil when loss component of the onerous group of underlying insurance contracts is nil.

Loss-recovery components - Premium Allocation Approach

The Group recognises 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 establishes a loss-recovery component of the asset for remaining coverage for a group of reinsurance contracts held depicting the expected recovery of the losses.

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2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(l) Insurance and reinsurance contracts (cont'd.)

(ii) Insurance and reinsurance contracts accounting treatment (cont'd.)

(g) Presentation (cont'd.)

Loss-recovery components - Premium Allocation Approach (cont'd.)

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.

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;
- The effect of financial risk and changes in financial risk.

The Group disaggregates insurance finance income or expenses on insurance contracts issued for its personal accident product line between profit or loss and OCI. The impact of changes in market interest rates on the value of the insurance assets and liabilities are reflected in OCI in order to minimise accounting mismatches between the accounting for financial assets and insurance assets and liabilities. The Group does not disaggregate finance income and expenses because the related financial assets are managed on a fair value basis and measured at FVPL.

Net income or expense from reinsurance contracts held

The Group presents separately on the face of the statements of comprehensive income the amounts expected to be recovered from reinsurers, and an allocation of the reinsurance premiums paid. The Group treats 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 statements of comprehensive income. Amounts relating to the recovery of losses relating to reinsurance of onerous direct contracts are included as amounts recoverable from the reinsurer.

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(m) Other revenue recognition

Other revenue is recognised when control of the goods or the services or performance obligations are transferred to the customer at an amount that reflects the consideration to which the Group and the Company expect to be entitled in exchange for those goods or services.

Rental income

Rental income is recognised on a straight line basis over the lease term in accordance with the substance of the relevant agreements.

Interest income

Interest income is recognised on an accrual basis using the effective interest method.

Dividend income

Dividend income is recognised on a declared basis when the shareholders' right to receive payment is established.

Realised gains and losses on investments

Realised gains and losses recorded in profit or loss include gains and losses on financial assets. Gains and losses on the sale of investments are calculated as the difference between net sales proceeds and the original, revalued or amortised cost and are recorded on occurrence of the sale transaction.

Fees and commission income

Fees and commission income derived from reinsurers in the course of cession of premiums to reinsurers are charged to profit or loss in the period in which they are earned.

Management fees income

Management fees income from subsidiaries are recognised when services are rendered, based on retainer fees and time cost on an accrual basis.

Revenue from contracts with customers

Revenue from contracts with customers consists of contracted software maintenance services and other non-insurance contracts. Revenue is recognised over time in the period in which the services are rendered. Revenue is recognised based on the actual service provided to the end of the reporting period as a proportion of the total services to be provided because the customer receives and uses the benefits simultaneously. Unearned income is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Unearned income is recognised as revenue when the Group delivers the services obligations.

Revenue from software customisation and professional services

Revenue from software customisation and professional services are recognised at point in time upon completion of services rendered and upon its acceptance.

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2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(n) Income tax

Income tax expense for the year comprises current and deferred tax. Current tax is the expected amount of income taxes payable in respect of the taxable profit for the year and is measured using the tax rates that have been enacted at the reporting date. Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. Current income tax relating to items recognised directly in equity is recognised in equity and not in the profit or loss.

Deferred tax is provided for, using the liability method. In principle, 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 profit.

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 is recognised as income or an expense and included in profit or loss for the period, except when it arises from a transaction which is recognised directly in equity, in which case the deferred tax is also recognised directly in equity.

Labuan income tax represents the amount payable in respect of the chargeable profit for the year and is measured using the tax rates that have been enacted at the reporting date.

(o) Provisions

Provisions are recognised when the Group and the Company have a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made of the obligation. When the Group and the Company expect some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in profit or loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

(p) Employee benefits

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.

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(p) Employee benefits (cont'd.)

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 as an expense in profit or loss as incurred. As required by law, the Group and the Company make such contributions to the Employees Provident Fund ("EPF").

Staff retirement benefits

The Company participates in the national Employees Provident Fund (EPF) Scheme. Under the Clerical and Executive Union Agreements, the Company has an enhanced EPF Scheme for additional contributions between 1% to 5%,based on years of service. Such contributions are recognised as an expense in profit or loss as incurred.

Provision for retirement benefits is made for eligible staff in the Group and the Company from the date of employment under an unfunded defined contribution plan. For eligible staff, the gratuity is calculated based on the last drawn monthly salary of an employee multiplied by years of service up to a maximum of 15 years.

Share-based compensation

Long Term Incentive Plan - Employee Share Option Scheme ("LTIP - ESOS")

The LTIP - ESOS is an equity-settled share-based compensation plan that allows the Group's employees to acquire shares of the Company. The total fair value of share options granted to employees is recognised as an employee cost or amounts due from subsidiaries, with a corresponding increase in the share option reserve within equity over the vesting period and taking into account the probability that the options will vest.

The fair value of share options is measured at grant date, taking into account, if any, the market vesting conditions upon which the options were granted but excluding the impact of any non-market vesting conditions. Non-market vesting conditions are included in assumptions about the number of options that are expected to become exercisable on vesting date.

At each reporting date, the Group revises its estimates of the number of options that are expected to become exercisable on vesting date. It recognises the impact of the revision of original estimates, if any, in profit or loss and a corresponding adjustment to equity over the remaining vesting period. The equity amount is recognised in the share option reserve.

The proceeds received net of any directly attributable transaction costs are credited to share capital when the options are exercised. The share option reserve is transferred to retained earnings upon expiry of the share options.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.3 Summary of material accounting policies (cont'd.)

(q) Foreign currencies

(i) Functional and presentation currency

The financial statements of the Group and the Company are recorded using the currency of the primary economic environment in which the entity operates (“the functional currency”). The financial statements are presented in Ringgit Malaysia (RM), which is also the Company’s functional currency.

(ii) Foreign currency transactions

In preparing the financial statements of the Group and the Company, transactions in currencies other than the Group's and the Company's functional currencies are recorded on initial recognition in the functional currencies 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 translation of non-monetary items carried at fair value are included in 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.

(r) Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and deposits held at call with financial institutions with original maturities of three months or less.

(s) Transactions with non-controlling interests

Non-controlling interests represent the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company, and are presented separately in the consolidated statements of comprehensive income and within equity in the consolidated statements of financial position, separately from equity attributable to owners of the Company.

Changes in the ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

2. Material accounting policies (cont'd.)

2.4 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except with respect to the following Amendments to Standards which are mandatory for annual financial periods beginning on or after 1 January 2025 and which were adopted by the Group and the Company on 1 January 2025.

Amendments to MFRS 121 Lack of Exchangeability

The adoption of the above pronouncements did not have any material impact on the financial statements of the Group or the Company.

2.5 Standards issued but not yet effective

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

Description	Effective for annual periods beginning on or after
Amendments to MFRS 9 and MFRS 7 <i>Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
Amendments that are part of Annual Improvements - Volume 11	1 January 2026
- Amendments to MFRS 1 <i>First-time Adoption of MFRS Accounting Standards</i>	
- Amendments to MFRS 7 <i>Financial Instruments: Disclosures</i>	
- Amendments to MFRS 9 <i>Financial Instruments</i>	
- Amendments to MFRS 10 <i>Consolidated Financial Statements</i>	
- Amendments to MFRS 107 <i>Statement of Cash Flows</i>	
Amendments to MFRS 18 <i>Presentation and Disclosure in Financial Statement</i>	1 January 2027
Amendments to MFRS 19 <i>Subsidiaries without Public Accountability Disclosures</i>	1 January 2027
Amendments to MFRS 10 <i>Consolidated Financial Statements</i> and MFRS 128 <i>Investments in Associates and Joint Ventures - Sale or Distribution of Assets between an Investor and its Associate or Joint Venture</i>	To be determined by MASB

Except for MFRS 18, the directors expect that the adoption of the above pronouncements will not have a material impact on the Group's and the Company's financial statements upon initial application. The Group and the Company are currently evaluating the potential impact, if any, arising from the implementation of MFRS 18.

2.6 Significant accounting judgements, estimates and assumptions

(a) Critical judgements made in applying accounting policies

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group'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.)

2.6 Significant accounting judgements, estimates and assumptions (cont'd)

(a) Critical judgements made in applying accounting policies (cont'd)

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances.

The Group has applied the following significant judgement in preparing the financial statements:

Deferred tax assets

Deferred tax assets are recognized for unutilised tax losses and unabsorbed capital allowances to the extent that it is probable that taxable profit will be available against which the unutilised tax losses and unabsorbed capital allowances can be utilised. Significant management judgment is required to determine the amount of deferred tax assets that can be recognized, based on the likely timing and the level of future taxable profits, together with future tax planning strategies.

The Group has unutilised tax losses of RM15,824,000 (2024: RM11,163,000) and unabsorbed capital allowances of RM7,330,000 (2024: RM6,204,000) carried forward for which no deferred tax assets are recognized due to the uncertainty of their recoverability.

(b) Key sources of estimation uncertainty and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Insurance and reinsurance contracts (Note 10)

For general insurance and general reinsurance business, the Group applies PAA when measuring liabilities for remaining coverage for insurance contracts issued and applies both GMM and PAA for reinsurance contracts held. However, when measuring liabilities for incurred claims, the Group discounts 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.

Liability for remaining coverage

(i) Onerous groups

For groups of contracts that are onerous, the liability for remaining coverage 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) Time value of money

The Group adjusts the carrying amount of the liability for remaining coverage to reflect the time value of money and the effect of financial risk using discount rates that reflect the characteristics of the cash flows of the group of insurance contracts at initial recognition.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policies (cont'd.)

2.6 Significant accounting judgements, estimates and assumptions (cont'd.)

(b) Key sources of estimation uncertainty and assumptions (cont'd.)

Insurance and reinsurance contracts (Note 10) (cont'd.)

Liability for incurred claims

For general insurance contracts, estimates have to be made for both the expected ultimate cost of claims reported at the reporting date and for the expected ultimate cost of claims incurred but not yet reported at the end of the reporting period.

It can take a significant period of time before the ultimate claims costs can be established with certainty and for some type of policies, IBNR claims form the majority of the liability at the reporting date. The ultimate cost of outstanding claims is estimated by using a range of standard actuarial claims projection techniques, such as the expected loss ratio ("ELR"), Link Ratios and Bornhuetter-Ferguson ("BF") methods.

The main assumption underlying these techniques is that the Group's past claims development experience can be used to project future claims development and hence, ultimate claims costs. As such, these methods extrapolate the development of paid and incurred losses, average costs per claim and claim numbers based on the observed development of earlier years and expected loss ratios. Historical claims development is mainly analysed by accident years, as well as by significant business lines and claims type.

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 historic 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 the future, (for example, to reflect once-off occurrences, changes in external or market factors such as public attitudes to claiming, economic conditions, level 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 likely outcome from the range of possible outcomes, taking account of all the uncertainties involved.

Discount rates

Insurance contract liabilities are calculated by discounting expected future cash flows at a risk-free rate. Risk-free rates are determined by reference to the yields of Malaysian Government Securities ("MGS").

Risk adjustment for non-financial risk

The risk adjustment for non-financial risk is the compensation that the Group requires 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 has estimated the risk adjustment for non-financial risk for both LIC and LRC using a confidence level (probability of sufficiency) approach at 75% at the overall Group level. These are based on an actuarial valuation by a qualified actuary, using a mathematical method of estimation based on, among others, actual claims development patterns.



Notes to the Financial Statements
For the financial year ended 31 December 2025

3. Property and equipment

Group	Renovation RM'000	Motor vehicles RM'000	Furniture, fittings, office equipment and computers RM'000	Total RM'000
Cost				
At 31 December 2023	3,304	627	10,555	14,486
Additions	-	286	1,932	2,218
Disposals	-	(136)	(64)	(200)
Written off	-	-	(49)	(49)
At 31 December 2024	3,304	777	12,374	16,455
Additions	-	-	7,026	7,026
Disposals	-	(40)	(24)	(64)
Written off	(27)	(120)	(625)	(772)
At 31 December 2025	3,277	617	18,751	22,645
Accumulated depreciation				
At 31 December 2023	1,912	464	8,757	11,133
Charge for the year (Note 24)	240	39	1,049	1,328
Disposals	-	(136)	(63)	(199)
Written off	-	-	(49)	(49)
At 31 December 2024	2,152	367	9,694	12,213
Charge for the year (Note 24)	238	123	1,408	1,769
Disposals	-	(40)	(24)	(64)
Written off	(27)	(120)	(625)	(772)
At 31 December 2025	2,363	330	10,453	13,146
Net carrying amount				
At 31 December 2024	1,152	410	2,680	4,242
At 31 December 2025	914	287	8,298	9,499

Notes to the Financial Statements
For the financial year ended 31 December 2025

3. Property and equipment (cont'd.)

Company	Renovation RM'000	Motor vehicles RM'000	Furniture, fittings, office equipment and computers RM'000	Total RM'000
Cost				
At 31 December 2023	478	323	2,596	3,397
Additions	-	-	113	113
At 31 December 2024	478	323	2,709	3,510
Additions	-	-	87	87
Written off	(27)	-	(9)	(36)
At 31 December 2025	451	323	2,787	3,561
Accumulated depreciation				
At 31 December 2023	333	162	2,209	2,704
Charge for the year (Note 24)	45	-	197	242
At 31 December 2024	378	162	2,406	2,946
Charge for the year (Note 24)	45	65	142	252
Written off	(27)	-	(9)	(36)
At 31 December 2025	396	227	2,539	3,162
Net carrying amount				
At 31 December 2024	100	161	303	564
At 31 December 2025	55	96	248	399

Notes to the Financial Statements

For the financial year ended 31 December 2025

4. Intangible assets

Group	Other intangible assets development -in-progress RM'000	Computer software RM'000	Agency relationship RM'000	Customer relationship RM'000	Digital direct marketing platform RM'000	License acquisition costs RM'000	Total RM'000
Cost							
At 31 December 2023	15,248	41,231	3,100	2,500	564	2,425	65,068
Reclassification	(17,764)	17,764	-	-	-	-	-
Additions	11,461	2,953	-	-	-	-	14,414
At 31 December 2024	8,945	61,948	3,100	2,500	564	2,425	79,482
Reclassification	(379)	379	-	-	-	-	-
Additions	9,464	4,117	-	-	-	-	13,581
At 31 December 2025	18,030	66,444	3,100	2,500	564	2,425	93,063
Accumulated amortisation							
At 31 December 2023	-	20,536	3,100	2,500	564	-	26,700
Amortisation for the year (Note 24)	-	7,454	-	-	-	303	7,757
Impairment loss for year (Note 24)	-	862	-	-	-	2,122	2,984
At 31 December 2024	-	28,852	3,100	2,500	564	2,425	37,441
Amortisation for the year (Note 24)	-	6,013	-	-	-	-	6,013
At 31 December 2025	-	34,865	3,100	2,500	564	2,425	43,454
Net carrying amount							
At 31 December 2024	8,945	33,096	-	-	-	-	42,041
At 31 December 2025	18,030	31,579	-	-	-	-	49,609

Notes to the Financial Statements

For the financial year ended 31 December 2025

4. Intangible assets (cont'd.)

Company	Computer software RM'000	Digital direct marketing platform RM'000	Total RM'000
Cost			
At 31 December 2023	1,495	564	2,059
Additions	107	-	107
At 31 December 2024	1,602	564	2,166
Additions	199	-	199
At 31 December 2025	1,801	564	2,365
Accumulated amortisation			
At 31 December 2023	1,137	564	1,701
Amortisation for the year (Note 24)	174	-	174
At 31 December 2024	1,311	564	1,875
Amortisation for the year (Note 24)	174	-	174
At 31 December 2025	1,485	564	2,049
Net carrying amount			
At 31 December 2024	291	-	291
At 31 December 2025	316	-	316

The Group's intangible assets include computer software recorded at a cost of RM29,285,000 in prior year.

Following a reassessment conducted after two years, the Group identified delays in the implementation timeline of certain project phases. To better align the remaining amortisation expenses with the deferred future economic benefits of the software, the Group revised its estimated useful life from 10 years to 15 years.



Notes to the Financial Statements

For the financial year ended 31 December 2025

5. Investments in subsidiaries

	Company	
	2025 RM'000	2024 RM'000
Unquoted shares, at cost:		
At 1 January	179,128	199,129
Impairment loss for the year (Note 24)	-	(20,001)
At 31 December	179,128	179,128

In prior year, the Company recorded impairment losses of RM20,001,000 in respect of its investment in a subsidiary, Tune Protect Ventures Sdn Bhd, as the carrying value of the investment exceeded its recoverable amount.

All subsidiaries are incorporated in Malaysia or Federal Territory of Labuan, which also has its principal place of business in Malaysia or Federal Territory of Labuan, are as follows:

		% of ownership interest held by the Group		% of ownership held by non-controlling interest	
		2025 %	2024 %	2025 %	2024 %
Name of Company	Principal activities				
Held by the Company:					
Tune Protect Re Ltd (“TPR”)	Underwriting of general reinsurance and retakaful window	100.00	100.00	-	-
Tune Insurance Malaysia Berhad (“TIMB”)	Underwriting of general insurance business	83.26	83.26	16.55	16.74
Tune Direct Ltd (“TDL”)	Consultant, facilitator and provider of digital and technology services and investment holding company	100.00	100.00	-	-
Tune Protect Ventures Sdn Bhd (“TPV”)	Provision of affordable pure life and health protection for the unserved and underserved market *	100.00	100.00	-	-

5. Investments in subsidiaries (cont'd.)

All subsidiaries are incorporated in Malaysia or Federal Territory of Labuan, which also has its principal place of business in Malaysia or Federal Territory of Labuan, are as follows: (cont'd.)

		% of ownership interest held by the Group		% of ownership held by non-controlling interest	
		2025	2024	2025	2024
Name of Company	Principal activities	%	%	%	%
Held through subsidiaries:					
TPR:					
Tune Insurance Malaysia Berhad ("TIMB")	Underwriting of general insurance business	0.19	-	-	-
TDL:					
White Label Sdn Bhd ("WL")	Business of trading and providing services including, but not limited to, providing digital and technology solutions, consultancy and/or facilitation services	100.00	100.00	-	-

* On 10 January 2023, Bank Negara Malaysia ("BNM") granted its approval to TPV to commence testing of SME EZY, which is an employee benefits life insurance comprising Group Term Life, Group Hospitalisation and Surgical and Group Outpatient Clinical Benefit for Small Medium Enterprise, in the BNM financial technology regulatory sandbox.

In prior year, TPV has ceased offering insurance to new clients or customers, and continues to run off its remaining business in preparation for a full exit from the BNM financial technology regulatory sandbox. This strategic shift aligns with the Group to focus on its core business of general insurance and general reinsurance.

Material partly-owned subsidiaries

Financial information of the subsidiaries that have material non-controlling interests are provided below:

Name of subsidiaries	Country of incorporation and operation	Proportion of equity held by non-controlling interests	
		2025 %	2024 %
Tune Insurance Malaysia Berhad	Malaysia	16.55	16.74

For the financial year ended 31 December 2025

5. Investments in subsidiaries (cont'd.)

Material partly-owned subsidiaries (cont'd.)

	Affin Hwang Income Fund 1		Tune Insurance Malaysia Berhad	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Summarised statements of comprehensive income: (cont'd.)				
Investment income	-	(5)	21,286	16,861
Realised gains and losses	-	-	2,761	15,739
Fair value gains or losses	-	21	1,068	(9,443)
Total investment income	-	16	25,115	23,157
Insurance finance expenses for insurance contracts issued	-	-	(15,566)	(14,507)
Reinsurance finance income for reinsurance contracts held	-	-	8,474	7,825
Net insurance financial result	-	-	(7,092)	(6,682)
Other operating income	-	-	3,574	2,611
Other operating expenses	-	(26)	(3,156)	(5,799)
Total other income and expenses	-	(26)	418	(3,188)
(Loss)/Profit before taxation	-	(10)	40,127	11,920
Taxation	-	-	(10,869)	1,159
Net (loss)/profit for the year	-	(10)	29,258	13,079
Total comprehensive (loss)/income	-	(10)	29,258	13,079
Attributable to non-controlling interests	-	(20)	4,867	2,189

The summarised financial information of the subsidiaries that have material non-controlling interests are provided below. These information are based on amounts before any eliminations between entities. (cont'd.)

The summarised financial information of the subsidiaries that have material non-controlling interests are provided below. These information are based on amounts before any eliminations between entities. (cont'd.)

	Affin Hwang Income Fund 1		Tune Insurance Malaysia Berhad	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Summarised statements of comprehensive income:				
Insurance revenue	-	-	280,801	320,224
Insurance service expenses	-	-	(139,976)	(300,465)
Insurance service result before reinsurance contracts held	-	-	140,825	19,759
Allocation of reinsurance premiums	-	-	(59,218)	(64,233)
Amounts recoverable from reinsurers for incurred claims	-	-	(59,921)	43,107
Net expense from reinsurance contracts held	-	-	(119,139)	(21,126)
Insurance service result	-	-	21,686	(1,367)

Notes to the Financial Statements

For the financial year ended 31 December 2025

5. Investments in subsidiaries (cont'd.)

Material partly-owned subsidiaries (cont'd.)

The summarised financial information of the subsidiaries that have material non-controlling interests are provided below. These information are based on amounts before any eliminations between entities. (cont'd.)

	Affin Hwang Income Fund 1		Tune Insurance Malaysia Berhad	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Summarised statements of financial position as at 31 December:				
Property and equipment	-	-	8,953	1,871
Intangible assets	-	-	48,006	39,879
Rights-of-use assets	-	-	1,952	1,978
Investments	-	-	569,483	583,405
Reinsurance contract assets	-	-	191,776	330,216
Other receivables	-	-	41,158	52,236
Cash and bank balances	-	-	18,343	26,293
Deferred tax assets/(liabilities)	-	-	(6,014)	218
Insurance contract liabilities	-	-	(484,091)	(669,556)
Lease liabilities	-	-	(2,077)	(2,146)
Other payables	-	-	(32,301)	(38,464)
Net assets	-	-	355,188	325,930
Attributable to:				
Equity holders of the parent	-	-	296,447	271,375
Non-controlling interests	-	-	58,741	54,555
	-	-	355,188	325,930
Summarised cash flow information for the year ended 31 December:				
Operating activities	-	(30)	(2,303)	45,664
Investing activities	-	-	(65,414)	14,251
Financing activities	-	(1,356)	(1,968)	(1,938)
Net (decrease)/increase in cash and cash equivalents	-	(1,386)	(69,685)	57,977

6. Investment in an associate

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unquoted shares, at cost	40,955	40,955	40,955	40,955
Share of post-acquisition reserves	(21,204)	(19,757)	-	-
	19,751	21,198	40,955	40,955
Exchange differences	5,825	5,761	-	-
	25,576	26,959	40,955	40,955

The investment in an associate is incorporated in Thailand, which also has its principal place of business in Thailand. Other details are as follow:

Name of associate	Principal activities	% of ownership interest held by the Group	
		2025	2024
Tune Insurance Public Company Limited ("TIPCL")	Underwriting of general insurance	49.00	49.00

The financial statements of the associate as at financial year end are coterminous with those of the Group, and were audited by a firm of chartered accountants affiliated to Ernst & Young PLT, Malaysia.

The summarised financial information of the associate, not adjusted for the proportion of ownership interest held by the Group, is as follows:

	2025 RM'000	2024 RM'000
Summarised statement of comprehensive income:		
Insurance revenue	57,447	61,169
Insurance service expenses	(52,451)	(46,134)
Insurance service result before reinsurance contracts held	4,996	15,035
Allocation of reinsurance premiums	(35,120)	(15,585)
Amounts recoverable from reinsurers for incurred claims	24,702	(2,960)
Net expense from reinsurance contracts held	(10,418)	(18,545)
Insurance service result	(5,422)	(3,510)
Investment income	677	746
Realised gains and losses	478	4
Fair value gains or losses	(46)	500
Total investment income	1,109	1,250

Notes to the Financial Statements

For the financial year ended 31 December 2025

6. Investment in an associate (cont'd.)

The summarised financial information of the associate, not adjusted for the proportion of ownership interest held by the Group, is as follows: (cont'd.)

	2025 RM'000	2024 RM'000
Summarised statement of comprehensive income: (cont'd.)		
Insurance finance expenses for insurance contracts issued	(580)	(77)
Reinsurance finance income for reinsurance contracts held	395	904
Net insurance financial result	(185)	827
Other operating income	42	134
Other operating expenses	(262)	(8,547)
Total other income and expenses	(220)	(8,413)
Loss before taxation	(4,718)	(9,846)
Taxation	352	(3,916)
Net loss for the year	(4,366)	(13,762)
Group's share of loss for the financial year	(2,139)	(6,743)
Group's share of other comprehensive income	531	553
Group's share of gain on fair value changes of FVOCI investments	161	96
	692	649
Group's share of total comprehensive loss for the financial year	(1,447)	(6,094)

Notes to the Financial Statements

For the financial year ended 31 December 2025

6. Investment in an associate (cont'd.)

The summarised financial information of the associate, not adjusted for the proportion of ownership interest held by the Group, is as follows: (cont'd.)

	2025 RM'000	2024 RM'000
Summarised statement of financial position as at 31 December:		
Assets		
Property and equipment	291	446
Intangible assets	1,358	1,613
Right-of-use assets	1,099	318
Investments	42,736	38,495
Insurance contract assets IFRS17	1,225	-
Deferred tax assets	1,561	1,717
Reinsurance contract assets	7,961	1,341
Other receivables	3,771	3,751
Cash and bank balances	6,150	10,686
	66,152	58,367
Liabilities		
Insurance contract liabilities	25,046	19,217
Reinsurance contract liabilities	6,226	4,689
Lease liabilities	922	288
Other payables	12,373	9,398
Retirement benefits	867	1,234
	45,434	34,826
Net assets of an associate	20,718	23,541
Proportion of the Group's ownership interest in an associate	49%	49%
Share of net assets of the associate	10,152	11,535
Add: Goodwill	15,424	15,424
Carrying amount of interest in an associate as at 31 December	25,576	26,959



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7. Investment in a joint venture company

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unquoted shares, at cost	433	433	433	433
Share of post-acquisition reserves	744	634	-	-
	1,177	1,067	433	433
Exchange differences	294	443	-	-
	1,471	1,510	433	433

The joint venture company is incorporated in Dubai, United Arab Emirates, which also has its principal place of business in Dubai, United Arab Emirates. Other details are as follows:

Name of joint venture company	Principal activities	% of ownership interest held by the Group	
		2025	2024
Tune Protect Commercial Brokerage LLC ("TPCBLLC")	Facilitator of online insurance	49.00	49.00

The financial statements of the above joint venture company are coterminous with those of the Group, and were audited by a firm of chartered accountants other than Ernst & Young PLT.

The summarised financial information of the joint venture, not adjusted for the proportion of ownership interest held by the Group, is as follows:

	2025 RM'000	2024 RM'000
Summarised statement of comprehensive income:		
Facilitator fees	13,099	10,361
Other income	225	217
Management expenses	(5,884)	(5,269)
Profit before taxation	7,440	5,309
Taxation	(670)	(447)
Net profit for the year	6,770	4,862
Group's share of profits for the financial year *	110	106

7. Investment in a joint venture company (cont'd.)

The summarised financial information of the joint venture, not adjusted for the proportion of ownership interest held by the Group, is as follows: (cont'd.)

	2025 RM'000	2024 RM'000
Summarised statement of financial position as at 31 December:		
Assets		
Property and equipment	66	54
Trade and other receivables	17,289	15,023
Cash and bank balances	2,505	936
	19,860	16,013
Liabilities		
Trade and other payables	6,387	6,070
Net assets of the joint venture		
Proportion of the Group's ownership interest in joint venture	49%	49%
Carrying amount of interest in joint venture as at 31 December**	1,471	1,510

* The amounts represent 49% share of other income only. On 22 October 2021, the Group has signed a letter of undertaking to forego its entitlement to dividend declarations and consequently, the share of profits of TPCBLLC for profits generated from business ceded to TPR for the financial year ended 31 December 2021 onwards. With regards to any other revenues generated by TPCBLLC that are not ceded to TPR, the dividend declarations and recognition of share of profits will remain in accordance with the joint venture agreement.

** Arising from the letter of undertaking to forego its entitlement to dividend declarations and consequently, the share of profits of TPCBLLC for certain profits as discussed previously, the carrying amount of interest in the joint venture represents the Group's share in net assets of the joint venture that are attributable only to the Group's entitlement, which is excluding the portion that has been forgone.

8. Goodwill

	Group	
	2025 RM'000	2024 RM'000
At 1 January/31 December	24,165	24,165

The goodwill arose from the acquisition of TIMB on 23 May 2012.

Goodwill is allocated to the Group's CGU which is expected to benefit from the synergies of the acquisition. The recoverable amount of the CGU is assessed based on its value-in-use and compared to the carrying value of the CGU to determine whether any impairment exists. Impairment is recognised in profit or loss if the carrying amount of the CGU exceeds its recoverable amount.

Notes to the Financial Statements

For the financial year ended 31 December 2025

8. Goodwill (cont'd.)

The value-in-use calculations are derived from discounted cash flow projections prepared and approved by management, covering a five-year period.

The key assumptions for the computation of value-in-use are as follows:

- (i) The growth in business volume is expected to be 30% in 2026, 18% in 2027, 13% in 2028 and 5% annually for the years 2029 and 2030;
- (ii) The retention ratio is estimated at around 75% annually from 2026 to 2030, while the net claims incurred ratio is projected to be approximately 39% in 2026, 45% in 2027 and 44% annually from 2028 to 2030.
- (iii) The discount rate applied is the internal weighted average cost of capital of TIMB at the time of the assessment, which is estimated to be 5.09% per annum (pre-tax discount rate of 6.70% per annum); and
- (iv) Terminal value cash flow growth rate is 5.05%, which is consistent with the Gross Domestic Product rate.

Management believes that reasonably possible changes in any of the above key assumptions would not cause the carrying value of the CGU to exceed its recoverable amount. Accordingly, there is no evidence of impairment of goodwill as at the financial year end.

9. Investments

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Debt securities	5,005	5,031	-	-
Unit trust funds	693,469	625,744	59,453	44,477
Loans receivable	49	57	-	-
Fixed and call deposits with licensed financial institutions	59,110	135,585	-	-
	757,633	766,417	59,453	44,477

The Group's and Company's financial investments are summarised by categories as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Amortised cost (Note 9(a))	59,159	135,642	-	-
Financial assets at FVTPL (Note 9(b))	698,474	630,775	59,453	44,477
	757,633	766,417	59,453	44,477

9. Investments (cont'd)

(a) Amortised cost

	Group	
	2025 RM'000	2024 RM'000
Fixed and call deposits with licensed financial institutions	59,110	135,585
Loans receivable:		
Staff mortgage loans	49	53
Other unsecured staff loans	-	4
	49	57
	59,159	135,642

Included in fixed and call deposits with licensed financial institutions of the Group are short-term deposits with original maturity periods of less than 3 months amounting to RM5,256,000 (2024: RM66,991,000) which have been classified as cash and cash equivalents for the purpose of the statements of cash flows.

Included in deposits and placements of the Group is an amount of RM14,110,000 (2024: RM13,685,000) representing placements of fixed deposits and the deposits received from insureds as collateral for bond guarantees granted by the insurance subsidiary company to third parties.

The carrying value of the fixed and call deposits approximates fair value due to the relatively short term maturities.

The carrying value of the secured staff mortgage loans and other unsecured staff loans are reasonable approximations of fair value due to the insignificant impact of discounting.

(b) Financial assets at FVTPL

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At fair value:				
Mandatorily measured				
Unquoted debt securities in Malaysia	5,005	5,031	-	-
Quoted unit trust funds in Malaysia	693,469	625,744	59,453	44,477
	698,474	630,775	59,453	44,477

Notes to the Financial Statements

For the financial year ended 31 December 2025

9. Investments (cont'd.)

(c) Average effective interest rates

The average effective interest rates for each class of interest-bearing investment and placements with licensed financial institutions, at net carrying amounts are as below:

	Group	
	2025	2024
	%	%
Debt securities	4.30	4.30
Loans receivable	5.00	5.00
Deposits with financial institutions	3.36	3.70

10. Insurance and reinsurance contracts

The breakdown of groups of insurance and reinsurance contracts issued, and reinsurance contracts held, that are in an asset position and those in a liability position is set out in the table below:

Group	2025			2024		
	Assets RM'000	Liabilities RM'000	Net RM'000	Assets RM'000	Liabilities RM'000	Net RM'000
Insurance contracts issued						
General reinsurance	17,288	(1,049)	16,239	20,371	(85)	20,286
General insurance	-	(484,091)	(484,091)	-	(669,556)	(669,556)
Life insurance	-	(204)	(204)	-	(251)	(251)
	17,288	(485,344)	(468,056)	20,371	(669,892)	(649,521)
Reinsurance contracts issued						
General reinsurance	744	-	744	708	(68)	640
General insurance	198,719	-	198,719	330,223	-	330,223
	199,463	-	199,463	330,931	(68)	330,863

The Group disaggregates information to provide disclosure in respect of general insurance contracts issued and general reinsurance contracts issued separately. This disaggregation has been determined based on how the Group is managed.

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for insurance contracts issued showing the liability for remaining coverage and the liability for incurred claims

General reinsurance

The roll-forward of the net asset or liability for insurance contracts issued, showing the liability for remaining coverage and the liability for incurred claims for general reinsurance, is disclosed in the table below:

	Liabilities for remaining coverage		Liabilities for incurred claims		
	Excluding loss component	Loss component	Estimates of the present value of future cash flows	Risk adjustments	Total
2025	RM'000	RM'000	RM'000	RM'000	RM'000
Insurance contract assets as at 1 January	43,954	-	(20,727)	(2,856)	20,371
Insurance contract liabilities as at 1 January	(169)	-	84	-	(85)
Net insurance contract assets/(liabilities) as at 1 January	43,785	-	(20,643)	(2,856)	20,286
Insurance revenue	76,547	-	-	-	76,547
Insurance service expenses	(45,335)	-	(21,519)	1,275	(65,579)
Incurred claims and other expenses	-	-	(34,420)	(1,028)	(35,448)
Amortisation of insurance acquisition cash flows	(45,335)	-	-	-	(45,335)
Changes to liabilities for incurred claims	-	-	12,901	2,303	15,204
Insurance service result	31,212	-	(21,519)	1,275	10,968
Insurance finance expenses	1,919	-	(362)	-	1,557
Effect of movements in exchange rates	(930)	-	-	-	(930)
Total changes in the statements of comprehensive income	32,201	-	(21,881)	1,275	11,595
Cash flows					
Premium received	(107,349)	-	-	-	(107,349)
Claims and other expenses paid	-	-	34,900	-	34,900
Insurance acquisition cash flows	56,807	-	-	-	56,807
Total cash flows	(50,542)	-	34,900	-	(15,642)
Net insurance contract assets/(liabilities) as at 31 December	25,444	-	(7,624)	(1,581)	16,239
Insurance contract assets as at 31 December	23,831	-	(5,188)	(1,355)	17,288
Insurance contract liabilities as at 31 December	1,613	-	(2,436)	(226)	(1,049)
Net insurance contract assets/(liabilities) as at 31 December	25,444	-	(7,624)	(1,581)	16,239

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for insurance contracts issued showing the liability for remaining coverage and the liability for incurred claims (cont'd.)

General reinsurance (cont'd.)

	Liabilities for remaining coverage		Liabilities for incurred claims		Total
	Excluding loss component	Loss component	Estimates of the present value of future cash flows	Risk adjustments	
2024	RM'000	RM'000	RM'000	RM'000	RM'000
Insurance contract assets as at 1 January	37,054	-	(17,337)	(2,834)	16,883
Insurance contract liabilities as at 1 January	(285)	-	58	-	(227)
Net insurance contract assets/(liabilities) as at 1 January	36,769	-	(17,279)	(2,834)	16,656
Insurance revenue	68,653	-	-	-	68,653
Insurance service expenses	(39,197)	-	(22,243)	782	(60,658)
Incurred claims and other expenses	-	-	(22,486)	(1,003)	(23,489)
Amortisation of insurance acquisition cash flows	(39,197)	-	-	-	(39,197)
Changes to liabilities for incurred claims	-	-	243	1,785	2,028
Investment components	6,780	-	(6,780)	-	-
Insurance service result	36,236	-	(29,023)	782	7,995
Insurance finance expenses	1,204	-	(298)	-	906
Effect of movements in exchange rates	(1,087)	-	-	-	(1,087)
Total changes in the statements of comprehensive income	36,353	-	(29,321)	782	7,814
Cash flows					
Premium received	(67,962)	-	-	-	(67,962)
Claims and other expenses paid	-	-	25,153	-	25,153
Insurance acquisition cash flows	38,625	-	-	-	38,625
Total cash flows	(29,337)	-	25,153	-	(4,184)
Net insurance contract assets/(liabilities) as at 31 December	43,785	-	(21,447)	(2,052)	20,286
Insurance contract assets as at 31 December	43,954	-	(20,727)	(2,856)	20,371
Insurance contract liabilities as at 31 December	(169)	-	84	-	(85)
Net insurance contract assets/(liabilities) as at 31 December	43,785	-	(20,643)	(2,856)	20,286

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for insurance contracts issued showing the liability for remaining coverage and the liability for incurred claims (cont'd.)

General insurance

The roll-forward of the net asset or liability for insurance contracts issued, showing the liability for remaining coverage and the liability for incurred claims for general insurance, is disclosed in the table below:

	Liabilities for remaining coverage		Liabilities for incurred claims		Total
	Excluding loss component	Loss component	Estimates of the present value of future cash flows	Risk adjustments	
2025	RM'000	RM'000	RM'000	RM'000	RM'000
Insurance contract liabilities as at 1 January	(58,647)	(17,751)	(533,448)	(59,710)	(669,556)
Net insurance contract liabilities as at 1 January	(58,647)	(17,751)	(533,448)	(59,710)	(669,556)
Insurance revenue	280,801	-	-	-	280,801
Insurance service expenses	(84,112)	1,975	(71,343)	15,545	(137,935)
Incurred claims and other expenses	-	-	(188,379)	(11,319)	(199,698)
Amortisation of insurance acquisition cash flows	(84,112)	-	-	-	(84,112)
Losses on onerous contracts and reversals of those losses	-	1,975	-	-	1,975
Changes to liabilities for incurred claims	-	-	117,036	26,864	143,900
Insurance service result	196,689	1,975	(71,343)	15,545	142,866
Insurance finance expenses	86	(42)	(15,550)	(60)	(15,566)
Total changes in the statements of comprehensive income	196,775	1,933	(86,893)	15,485	127,300
Investment components	(504)	-	504	-	-
Cash flows					
Premium received excluding taxes	(267,807)	-	-	-	(267,807)
Premium tax outflows	20,519	-	-	-	20,519
Claims and other expenses paid	-	-	231,831	-	231,831
Insurance acquisition cash flows	73,622	-	-	-	73,622
Total cash flows	(173,666)	-	231,831	-	58,165
Net insurance contract liabilities as at 31 December	(36,042)	(15,818)	(388,006)	(44,225)	(484,091)
Insurance contract liabilities as at 31 December	(36,042)	(15,818)	(388,006)	(44,225)	(484,091)
Net insurance contract liabilities as at 31 December	(36,042)	(15,818)	(388,006)	(44,225)	(484,091)

Included in the liabilities for remaining coverage and liabilities for incurred claims above are the Group's proportionate shares of liabilities for remaining coverage and liabilities for incurred claim in MMIP, amounting to RM1,420,000 (2024: RM885,000) and RM8,164,000 (2024: RM9,383,000), respectively.

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for insurance contracts issued showing the liability for remaining coverage and the liability for incurred claims (cont'd.)

General insurance (cont'd.)

	Liabilities for remaining coverage		Liabilities for incurred claims		Total
	Excluding loss component	Loss component	Estimates of the present value of future cash flows	Risk adjustments	
2024	RM'000	RM'000	RM'000	RM'000	RM'000
Insurance contract liabilities as at 1 January	(63,482)	(24,715)	(503,816)	(57,399)	(649,412)
Net insurance contract liabilities as at 1 January	(63,482)	(24,715)	(503,816)	(57,399)	(649,412)
Insurance revenue	320,224	-	-	-	320,224
Insurance service expenses	(94,323)	7,024	(211,003)	(2,163)	(300,465)
Incurred claims and other expenses	-	-	(231,171)	(17,036)	(248,207)
Amortisation of insurance acquisition cash flows	(94,323)	-	-	-	(94,323)
Losses on onerous contracts and reversals of those losses	-	7,024	-	-	7,024
Changes to liabilities for incurred claims	-	-	20,168	14,873	35,041
Insurance service result	225,901	7,024	(211,003)	(2,163)	19,759
Insurance finance expenses	(1,168)	(60)	(13,131)	(148)	(14,507)
Total changes in the statements of comprehensive income	224,733	6,964	(224,134)	(2,311)	5,252
Investment components	1,171	-	(1,171)	-	-
Cash flows					
Premium received excluding taxes	(328,517)	-	-	-	(328,517)
Premium tax outflows	25,208	-	-	-	25,208
Claims and other expenses paid	-	-	195,673	-	195,673
Insurance acquisition cash flows	82,240	-	-	-	82,240
Total cash flows	(221,069)	-	195,673	-	(25,396)
Net insurance contract liabilities as at 31 December	(58,647)	(17,751)	(533,448)	(59,710)	(669,556)
Insurance contract liabilities as at 31 December	(58,647)	(17,751)	(533,448)	(59,710)	(669,556)
Net insurance contract liabilities as at 31 December	(58,647)	(17,751)	(533,448)	(59,710)	(669,556)

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for insurance contracts issued showing the liability for remaining coverage and the liability for incurred claims (cont'd.)

Life insurance

The roll-forward of the net asset or liability for insurance contracts issued, showing the liability for remaining coverage and the liability for incurred claims for Life insurance, is disclosed in the table below:

	Liabilities for remaining coverage		Liabilities for incurred claims		Total
	Excluding loss component	Loss component	Contracts not under PAA	Estimates of the present value of future cash flows	
2025	RM'000	RM'000	RM'000	RM'000	RM'000
Insurance contract assets/(liabilities) as at 1 January	72	(198)	(82)	(38)	(251)
Contracts under PAA	99	(102)	-	(38)	(46)
Contracts not under PAA	(27)	(96)	(82)	-	(205)
Net insurance contract assets/(liabilities) as at 31 December	72	(198)	(82)	(38)	(251)
Insurance revenue	137	-	-	-	137
Insurance service expenses	(138)	199	(277)	(34)	(248)
Incurred claims and other expenses	-	-	(354)	(71)	(428)
Amortisation of insurance acquisition cash flows	(138)	-	-	-	(138)
Losses on onerous contracts and reversals of those losses	-	199	-	-	199
Changes to liabilities for incurred claims	-	-	77	37	119
Insurance service result	(1)	199	(277)	(34)	(111)
Insurance finance expenses	-	(2)	(1)	-	(3)
Total changes in the statements of comprehensive income	(1)	197	(278)	(34)	(114)
Cash flows					
Premium received	(215)	-	-	-	(215)
Premium tax outflows	-	-	-	-	-
Claims and other expenses paid	-	-	284	44	328
Insurance acquisition cash flows	48	-	-	-	48
Total cash flows	(167)	-	284	44	161
Net insurance contract liabilities as at 31 December	(96)	(1)	(76)	(28)	(204)
Insurance contract liabilities as at 31 December	(97)	-	(76)	(28)	(204)
Contracts under PAA	(9)	-	-	(28)	(40)
Contracts not under PAA	(88)	-	(76)	-	(164)
Net insurance contract liabilities as at 31 December	(97)	-	(76)	(28)	(204)



Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for insurance contracts issued showing the liability for remaining coverage and the liability for incurred claims (cont'd.)

Life insurance (cont'd)

2024	Liabilities for remaining coverage		Liabilities for incurred claims			Total RM'000
	Excluding loss component RM'000	Loss component RM'000	Contracts not under PAA RM'000	Contracts under PAA		
				Estimates of the present value of future cash flows RM'000	Risk adjustments RM'000	
Insurance contract assets/(liabilities) as at 1 January						
	805	(933)	(11)	(4)	-	(143)
Contracts under PAA	825	(887)	-	(4)	-	(66)
Contracts not under PAA	(20)	(46)	(11)	-	-	(77)
Net insurance contract assets/(liabilities) as at 1 January						
	805	(933)	(11)	(4)	-	(143)
Insurance revenue	317	-	-	-	-	317
Insurance service expenses	(2,074)	736	(1,524)	(488)	(5)	(3,355)
Incurred claims and other expenses	-	-	(1,535)	(492)	(5)	(2,032)
Amortisation of insurance acquisition cash flows	(2,074)	-	-	-	-	(2,074)
Losses on onerous contracts and reversals of those losses	-	736	-	-	-	736
Changes to liabilities for incurred claims	-	-	11	4	-	15
Insurance service result	(1,757)	736	(1,524)	(488)	(5)	(3,038)
Insurance finance expenses	-	(1)	-	-	-	(1)
Total changes in the statements of comprehensive income	(1,757)	735	(1,524)	(488)	(5)	(3,039)
Cash flows						
Premium received	(299)	-	-	-	-	(299)
Premium tax outflows	18	-	-	-	-	18
Claims and other expenses paid	-	-	1,453	454	-	1,907
Insurance acquisition cash flows	1,305	-	-	-	-	1,305
Total cash flows	1,024	-	1,453	454	-	2,931
Net insurance contract assets/(liabilities) as at 31 December						
	72	(198)	(82)	(38)	(5)	(251)
Insurance contract assets/(liabilities) as at 31 December	72	(198)	(82)	(38)	(5)	(251)
Contracts under PAA	99	(102)	-	(38)	(5)	(46)
Contracts not under PAA	(27)	(96)	(82)	-	-	(205)
Net insurance contract assets/(liabilities) as at 31 December	72	(198)	(82)	(38)	(5)	(251)

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for insurance contracts issued showing estimates of the present value of future cash flows, risk adjustment and CSM

Life insurance

2025	Present value of future cash flows RM'000	Risk adjustment for non-financial risk RM'000	CSM RM'000	Total RM'000
Insurance contract liabilities as at 1 January	(148)	(57)	-	(205)
Net insurance contract liabilities as at 1 January	(148)	(57)	-	(205)
Changes that relate to current services				
CSM recognised for services provided	-	-	(9)	(9)
Risk adjustment recognised for risk expired	-	30	-	30
Experience adjustments	(219)	-	-	(219)
Changes that relate to future services				
Changes in estimates that adjust the CSM	-	-	1	1
Changes that relate to past services				
Changes in the future cash flows relating to liabilities for incurred claims	69	-	-	69
Adjustments to liabilities for incurred claims	-	8	-	8
Insurance service results	(150)	38	(8)	(120)
Insurance finance expenses	(2)	-	-	(2)
Total changes in the statements of comprehensive income	(152)	38	(8)	(122)
Cash flows				
Premium received	(207)	-	-	(207)
Premium tax outflows	-	-	-	-
Claims and other insurance service expenses paid	328	-	-	328
Insurance acquisition cash flows	42	-	-	42
Total cash flows	163	-	-	163
Net insurance contract liabilities as at 31 December	(137)	(19)	(8)	(164)
Insurance contract liabilities as at 31 December	(137)	(19)	(8)	(164)
Net insurance contract liabilities as at 31 December	(137)	(19)	(8)	(164)

Notes to the Financial Statements
For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for insurance contracts issued showing estimates of the present value of future cash flows, risk adjustment and CSM (cont'd.)

Life insurance (cont'd.)

2024	Present value of future cash flows RM'000	Risk adjustment for non-financial risk RM'000	CSM RM'000	Total RM'000
Net insurance contract liabilities as at 1 January	(39)	(38)	-	(77)
Changes that relate to current services				
Risk adjustment recognised for risk expired	-	8	-	8
Experience adjustments	(2,513)	-	-	(2,513)
Changes that relate to future services				
Changes in estimate that results in onerous contract losses or reversal of such losses	(45)	(28)	-	(73)
Changes that relate to past services				
Changes in the future cash flows relating to liabilities for incurred claims	10	-	-	10
Adjustments to liabilities for incurred claims	-	1	-	1
Insurance service results	(2,548)	(19)	-	(2,567)
Insurance finance expenses	(1)	-	-	(1)
Total changes in the statements of comprehensive income	(2,549)	(19)	-	(2,568)
Cash flows				
Premium received	(219)	-	-	(219)
Premium tax outflows	13	-	-	13
Claims and other insurance service expenses paid	1,453	-	-	1,453
Insurance acquisition cash flows	1,193	-	-	1,193
Total cash flows	2,440	-	-	2,440
Net insurance contract liabilities as at 31 December	(148)	(57)	-	(205)
Insurance contract liabilities as at 31 December	(148)	(57)	-	(205)
Net insurance contract liabilities as at 31 December	(148)	(57)	-	(205)

Notes to the Financial Statements
For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for reinsurance contracts held showing the assets for remaining coverage and amounts recoverable on incurred claims

General reinsurance

The roll-forward of the net asset or liability for reinsurance contracts held showing assets for remaining coverage and amounts recoverable on incurred claims arising on general reinsurance ceded to reinsurers is disclosed in the table below:

	Assets for remaining coverage		Amounts recoverable on incurred claims		
	Excluding loss-recovery component	Loss - recovery component	Estimates of the present value of future cash flows	Risk adjustments	Total
2025	RM'000	RM'000	RM'000	RM'000	RM'000
Reinsurance contract assets as at 1 January	679	-	29	-	708
Reinsurance contract liabilities as at 1 January	(68)	-	-	-	(68)
Net reinsurance contract assets as at 1 January	611	-	29	-	640
An allocation of reinsurance premium	(614)	-	-	-	(614)
Amounts recoverable from reinsurers for incurred claims					
Amounts recoverable for incurred claims and other expenses	-	-	(28)	-	(28)
Changes to amounts recoverable for incurred claims	-	-	28	-	28
Net expenses from reinsurance contracts held	(614)	-	-	-	(614)
Reinsurance finance income	(9)	-	-	-	(9)
Effect of movements in exchange rates	23	-	-	-	23
Total changes in the statements of comprehensive income	(600)	-	-	-	(600)
Cash flows					
Premium paid	711	-	-	-	711
Commission received	(7)	-	-	-	(7)
Total cash flows	704	-	-	-	704
Net reinsurance contract assets as at 31 December	715	-	29	-	744
Reinsurance contract assets as at 31 December	715	-	29	-	744
Net reinsurance contract assets as at 31 December	715	-	29	-	744



Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for reinsurance contracts issued showing the assets for remaining coverage and amounts recoverable on incurred claims (cont'd.)

General reinsurance (cont'd.)

	Assets for remaining coverage		Amounts recoverable on incurred claims			Total RM'000
	Excluding loss-recovery component RM'000	Loss - recovery component RM'000	Estimates of the present value of future cash flows		Risk adjustments RM'000	
			RM'000			
2024						
Reinsurance contract assets as at 1 January	660	-	-	-		660
Reinsurance contract liabilities as at 1 January	(1,436)	-	111	-		(1,325)
Net reinsurance contract (liabilities)/assets as at 1 January	(776)	-	111	-		(665)
An allocation of reinsurance premium	(515)	-	-	-		(515)
Net expenses from reinsurance contracts held	(515)	-	-	-		(515)
Reinsurance finance income	13	-	2	-		15
Effect of movements in exchange rates	136	-	-	-		136
Total changes in the statements of comprehensive income	(366)	-	2	-		(364)
Cash flows						
Premium paid	1,854	-	-	-		1,854
Commission received	(101)	-	-	-		(101)
Amounts received	-	-	(84)	-		(84)
Total cash flows	1,753	-	(84)	-		1,669
Net reinsurance contract assets as at 31 December	611	-	29	-		640
Reinsurance contract assets as at 31 December	679	-	29	-		708
Reinsurance contract liabilities as at 31 December	(68)	-	-	-		(68)
Net reinsurance contract assets as at 31 December	611	-	29	-		640

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for reinsurance contracts held showing the assets for remaining coverage and amounts recoverable on incurred claims (cont'd.)

General insurance

The roll-forward of the net asset or liability for reinsurance contracts held showing assets for remaining coverage and amounts recoverable on incurred claims arising on general insurance ceded to reinsurers is disclosed in the table below:

2025	Assets for remaining coverage		Amounts recoverable on incurred claims			
	Excluding loss-recovery component	Loss-recovery component	Contracts not under PAA	Contracts under PAA		
				Estimates of the present value of future cash flows	Risk adjustments	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Reinsurance contract (liabilities)/ assets as at 1 January	(35,910)	3,104	283,139	73,884	6,006	330,223
Contracts under PAA	(10,039)	2,745	-	73,884	6,006	72,596
Contracts not under PAA	(25,871)	359	283,139	-	-	257,627
Net reinsurance contract (liabilities)/assets as at 1 January	(35,910)	3,104	283,139	73,884	6,006	330,223
Allocation of reinsurance premium	(47,106)	-	-	-	-	(47,106)
Amounts recoverable from reinsurers for incurred claims	(3,171)	(428)	(70,627)	9,504	(1,022)	(65,744)
Amounts recoverable for incurred claims and other expenses	(3,171)	-	-	4,942	16,940	18,711
Reversal of a loss-recovery component, other than changes in fulfilment cash flow	-	(428)	-	-	-	(428)
Changes to amounts recoverable for incurred claims	-	-	(70,627)	4,562	(17,962)	(84,027)
Investment components	1,716	-	-	(1,716)	-	-
Net (expense)/income from reinsurance contracts held	(48,561)	(428)	(70,627)	7,788	(1,022)	(112,850)
Reinsurance finance income	207	2	6,419	1,844	2	8,474
Total changes in the statements of comprehensive income	(48,354)	(426)	(64,208)	9,632	(1,020)	(104,376)



Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for reinsurance contracts issued showing the assets for remaining coverage and amounts recoverable on incurred claims (cont'd.)

General insurance (cont'd.)

	Assets for remaining coverage		Amounts recoverable on incurred claims			
			Contracts under PAA			
	Excluding	Loss-	Contracts not under PAA	Estimates of	Risk adjustments	Total
	loss-recovery component	recovery component		the present value of future cash flows		
2025	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Cash flows						
Premium paid	111,970	-	-	-	-	111,970
Amounts received	-	-	(96,889)	(42,209)	-	(139,098)
Total cash flows	111,970	-	(96,889)	(42,209)	-	(27,128)
Net reinsurance contract assets as at 31 December	27,706	2,678	122,042	41,307	4,986	198,719
Reinsurance contract assets as at 31 December	27,706	2,678	122,042	41,307	4,986	198,719
Contracts under PAA	22,126	2,395	-	41,307	4,986	70,814
Contracts not under PAA	5,580	283	122,042	-	-	127,905
Net reinsurance contract assets as at 31 December	27,706	2,678	122,042	41,307	4,986	198,719

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for reinsurance contracts issued showing the assets for remaining coverage and amounts recoverable on incurred claims (cont'd.)

General Insurance (cont'd.)

	Assets for remaining coverage		Amounts recoverable on incurred claims			
			Contracts under PAA			
	Excluding	Loss-	Contracts not under PAA	Estimates of	Risk adjustments	Total
	loss-recovery component	recovery component		the present value of future cash flows		
2024	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Reinsurance contract (liabilities)/ assets as at 1 January	(34,756)	4,398	310,495	56,879	3,424	340,440
Contracts under PAA	(17,235)	3,610	-	56,879	3,424	46,678
Contracts not under PAA	(17,521)	788	310,495	-	-	293,762
Net reinsurance contract (liabilities)/assets as at 1 January	(34,756)	4,398	310,495	56,879	3,424	340,440
Allocation of reinsurance premium	(53,770)	-	-	-	-	(53,770)
Amounts recoverable from reinsurers for incurred claims	(2,766)	(1,294)	4,729	39,239	2,582	42,490
Amounts recoverable for incurred claims and other expenses	(2,766)	-	-	37,434	6,712	41,380
Reversal of a loss-recovery component, other than changes in fulfilment cash flow	-	(1,294)	-	-	-	(1,294)
Changes to amounts recoverable for incurred claims	-	-	4,729	1,805	(4,130)	2,404
Investment components	2,645	-	-	(2,645)	-	-
Net (expense)/income from reinsurance contracts held	(53,891)	(1,294)	4,729	36,594	2,582	(11,280)
Reinsurance finance income	368	-	6,665	792	-	7,825
Total changes in the statements of comprehensive income	(53,523)	(1,294)	11,394	37,386	2,582	(3,455)



Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for reinsurance contracts issued showing the assets for remaining coverage and amounts recoverable on incurred claims (cont'd.)

General insurance (cont'd.)

2024	Assets for remaining coverage		Amounts recoverable on incurred claims				Total RM'000
	Excluding loss- recovery component RM'000	Loss- recovery component RM'000	Contracts not under PAA RM'000	Contracts under PAA			
				Estimates of the present value of future cash flows RM'000	Risk adjustments RM'000		
Cash flows							
Premium paid	52,369	-	-	-	-	52,369	
Amounts received	-	-	(38,750)	(20,381)	-	(59,131)	
Total cash flows	52,369	-	(38,750)	(20,381)	-	(6,762)	
Net reinsurance contract (liabilities)/assets as at 31 December							
	(35,910)	3,104	283,139	73,884	6,006	330,223	
Reinsurance contract (liabilities)/assets as at 31 December	(35,910)	3,104	283,139	73,884	6,006	330,223	
Contracts under PAA	(10,039)	2,745	-	73,884	6,006	72,596	
Contracts not under PAA	(25,871)	359	283,139	-	-	257,627	
Net reinsurance contract (liabilities)/assets as at 31 December							
	(35,910)	3,104	283,139	73,884	6,006	330,223	

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for reinsurance contracts held showing estimates of the present value of future cash flows, risk adjustment and CSM

General insurance

2025	Present value of future cash flows	Risk adjustment for non-financial risk	CSM	Loss recovery adjustment	Total
	RM'000	RM'000	RM'000	RM'000	RM'000
Reinsurance contract assets/(liabilities) as at 1 January	224,220	33,388	(340)	359	257,627
Netreinsurancecontractassets/(liabilities) as at 1 January	224,220	33,388	(340)	359	257,627
Changes that relate to current services					
CSM recognised for services received	-	-	82	-	82
Risk adjustment for non-financial risk for the risk expired	-	(101)	-	-	(101)
Experience adjustments	(1,500)	-	-	-	(1,500)
Changes that relate to future services					
Changes in estimates that adjust CSM	(44)	14	30	-	-
Reversal of a loss-recovery component, other than changes in fulfilment cash flow of reinsurance contracts held	-	-	-	(76)	(76)
Changes that relate to past services					
Changes in future cash flow relating to incurred claims recovery	(56,425)	(14,244)	-	-	(70,669)
Insurance service results	(57,969)	(14,331)	112	(76)	(72,264)
Reinsurance finance income/(expenses)	6,455	-	(12)	-	6,443
Total changes in the statements of comprehensive income	(51,514)	(14,331)	100	(76)	(65,821)
Cash flows					
Premium paid, net of ceding commissions and other directly attributable expenses	(8,523)	-	-	-	(8,523)
Amounts received	(55,378)	-	-	-	(55,378)
Total cash flows	(63,901)	-	-	-	(63,901)
Netreinsurancecontractassets/(liabilities) as at 31 December	108,805	19,057	(240)	283	127,905
Reinsurance contract assets/(liabilities) as at 31 December	108,805	19,057	(240)	283	127,905
Netreinsurancecontractassets/(liabilities) as at 31 December	108,805	19,057	(240)	283	127,905

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Insurance and reinsurance contracts (cont'd.)

Roll-forward of net asset or liability for reinsurance contracts held showing estimates of the present value of future cash flows, risk adjustment and CSM (cont'd.)

General insurance (cont'd.)

2024	Present value of future cash flows RM'000	Risk adjustment for non- financial risk RM'000	CSM RM'000	Loss recovery adjustment RM'000	Total RM'000
Reinsurance contract assets/(liabilities) as at 1 January	258,885	35,722	(1,689)	844	293,762
Netreinsurancecontractassets/(liabilities) as at 1 January	258,885	35,722	(1,689)	844	293,762
Changes that relate to current services					
CSM recognised for services received	-	-	781	-	781
Risk adjustment for non-financial risk for the risk expired	-	(603)	-	-	(603)
Experience adjustments	(3,344)	-	-	-	(3,344)
Changes that relate to future services					
Changes in estimates that adjust CSM	(691)	79	612	-	-
Reversal of a loss-recovery component, other than changes in fulfilment cash flow of reinsurance contracts held	-	-	-	(485)	(485)
Changes that relate to past services					
Changes in future cash flow relating to incurred claims recovery	6,539	(1,810)	-	-	4,729
Insurance service results	2,504	(2,334)	1,393	(485)	1,078
Reinsurance finance income/(expenses)	6,786	-	(44)	-	6,742
Total changes in the statements of comprehensive income	9,290	(2,334)	1,349	(485)	7,820
Cash flows					
Premium paid, net of ceding commissions and other directly attributable expenses	(1,453)	-	-	-	(1,453)
Amounts received	(42,502)	-	-	-	(42,502)
Total cash flows	(43,955)	-	-	-	(43,955)
Netreinsurancecontractassets/(liabilities) as at 31 December	224,220	33,388	(340)	359	257,627
Reinsurance contract assets/(liabilities) as at 31 December	224,220	33,388	(340)	359	257,627
Netreinsurancecontractassets/(liabilities) as at 31 December	224,220	33,388	(340)	359	257,627

Notes to the Financial Statements

For the financial year ended 31 December 2025

11. Other receivables

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial assets:				
Amounts due from subsidiaries	-	-	13,160	14,245
Amount due from a joint venture company	234	72	-	-
Amount due from an associate company	2,028	1,760	577	453
Income due and accrued	818	1,064	-	-
Deposits paid to cedants and reinsurers	1,615	3,090	-	-
Other receivables	6,145	3,683	770	535
	10,840	9,669	14,507	15,233
Non-financial assets:				
Assets held under the Malaysian Motor Insurance Pool ("MMIP" or "the Pool")*	35,651	36,025	-	-
Prepayments	3,027	1,493	258	213
	38,678	37,518	258	213
Total	49,518	47,187	14,765	15,446

* As a participating member of MMIP, the Group shares a proportion of the Pool's net assets/liabilities. At each reporting date, the Group accounts for its proportionate share of the assets, liabilities and performance of the Pool. The net assets held under MMIP represents the Group's share of the Pool's net assets, before insurance contract liabilities. The Group's proportionate share of the Pool's insurance contract liabilities arising from its participation in the Pool is disclosed in Note 10.

The carrying amounts of financial assets disclosed above approximate their fair values at the reporting date due to the relatively short-term maturity of these balances.

The amounts due from subsidiaries, a joint venture company and an associate are unsecured, interest free and are repayable in the short-term.

There were no individually or collectively impaired other receivables for the years ended 31 December 2025 and 2024.

Notes to the Financial Statements

For the financial year ended 31 December 2025

12. Share capital

	Group and Company Share capital (Issued and fully paid, at no par value)	
	Number of ordinary shares '000	Amount RM'000
At 31 December 2023	752,260	248,756
Ordinary shares issued pursuant to the LTIP - ESOS	1,381	626*
At 31 December 2024/31 December 2025	753,641	249,382

* Includes capitalisation of LTIP - ESOS reserve of RM177,000.

In prior year, a total of 1,381,020 new fully paid ordinary shares were issued following the exercise of options granted under the Company's LTIP - ESOS. The shares were issued at an exercise price of RM0.325 per share.

The holders of the ordinary shares are entitled to receive dividends as and when declared by the Company. The ordinary shares carry one vote per share without restrictions and rank equally with regards to the Company's residual assets.

13. Deferred tax liabilities/(assets)

	Group	
	2025 RM'000	2024 RM'000
At 1 January	(218)	(468)
Recognised in profit or loss (Note 26)	6,232	250
At 31 December	6,014	(218)

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

	Group	
	2025 RM'000	2024 RM'000
Presented as follows:		
Deferred tax liabilities	7,248	4,825
Deferred tax assets	(1,234)	(5,043)
	6,014	(218)

13. Deferred tax liabilities/(assets) (cont'd.)

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

	Fair value of financial assets RM'000	Property and equipment RM'000	Total RM'000
Group			
Deferred tax liabilities			
At 31 December 2023	12	1,509	1,521
Recognised in profit or loss	448	2,856	3,304
At 31 December 2024	460	4,365	4,825
Recognised in profit or loss	257	2,166	2,423
At 31 December 2025	717	6,531	7,248

	Premium liabilities RM'000	Provisions and MFRS 17 valuation difference RM'000	Unutilised tax losses, unabsorbed capital allowances and others RM'000	Total RM'000
Group				
Deferred tax assets				
At 31 December 2023	(518)	(1,471)	-	(1,989)
Recognised in profit or loss	48	(378)	(2,724)	(3,054)
At 31 December 2024	(470)	(1,849)	(2,724)	(5,043)
Recognised in profit or loss	-	1,085	2,724	3,809
At 31 December 2025	(470)	(764)	-	(1,234)

Notes to the Financial Statements

For the financial year ended 31 December 2025

13. Deferred tax (assets)/liabilities (cont'd.)

Net deferred tax assets have not been recognised in respect of the following temporary differences of the Group and the Company:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unutilised tax losses	16,053	11,392	4,432	2,110
Unabsorbed capital allowances	7,330	6,204	64	39
Other deductible temporary differences	435	(453)	-	-
	23,818	17,143	4,496	2,149

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

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Expiring in 2028	18	18	-	-
Expiring in 2029	500	500	-	-
Expiring in 2030	-	-	-	-
Expiring in 2031	-	-	-	-
Expiring in 2032	5,696	5,728	-	-
Expiring in 2033	604	604	-	-
Expiring in 2034	4,542	4,542	2,110	2,110
Expiring in 2035	4,693	-	2,322	-
	16,053	11,392	4,432	2,110

The unutilised tax losses of the Group are available for offsetting against future taxable profits of the respective entities within the Group, subject to no substantial change in shareholdings of those entities under the Income Tax Act 1967 and guidelines issued by the tax authority.

The Malaysia Finance Act gazetted on 27 December 2018 has imposed a time limitation to restrict the carry forward of the unutilised tax losses. The unutilised tax losses accumulated up to the year of assessment 2018 are allowed to be carried forward for 7 consecutive years of assessment (i.e., from year of assessment 2019 to 2025) and any balance of the unutilised losses thereafter shall be disregarded.

Based on the Act, for any unutilised tax losses that originated from the year of assessment 2019 onwards, these were allowed to be carried forward for a maximum period of 7 consecutive years of assessment immediately following that originating year of assessment and any balance of the unutilised tax losses thereafter shall be disregarded.

However, following the Budget 2022 announcement and the gazetting of the Finance Act 2021 on 31 December 2021, any accumulated unutilised tax losses from the year of assessment 2019 onwards can now be carried forward to a maximum of 10 consecutive years of assessment and any balance of the unutilised tax losses thereafter shall be disregarded. This will be effective retrospectively from year of assessment 2019.

14. Other payables

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial liabilities:				
Amount due to subsidiaries	-	-	-	79
Amount due to a joint venture	12,584	12,800	-	-
Retirement benefits	345	255	-	-
Accrued expenses	6,844	3,961	367	665
Other payables	24,938	27,366	3,103	1,507
	44,711	44,382	3,470	2,251
Non-financial liabilities:				
Provision for taxation	1,247	615	-	-
Others	9,508	14,639	-	-
	10,755	15,254	-	-
Total	55,466	59,636	3,470	2,251

The carrying amounts of the financial liabilities approximate fair value due to their relatively short-term maturities.

15. Leases

(a) The Group and the Company as lessee

The Group and the Company have entered into lease agreements for rental of office premises. Leases of office premises generally have lease terms between 2 to 5 years and include extension and termination options.

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

Notes to the Financial Statements
For the financial year ended 31 December 2025

15. Leases (cont'd.)

(a) The Group and the Company as lessee (cont'd.)

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Office premises and buildings				
As at 1 January	5,103	6,913	3,144	4,887
Additions	3,972	793	5,865	-
Depreciation expense (Note 24)	(2,367)	(2,387)	(1,853)	(1,527)
Modification to lease term	(2,990)	(216)	(2,963)	(216)
As at 31 December	3,718	5,103	4,193	3,144

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Office premises and buildings				
As at 1 January	5,399	7,219	3,270	4,980
Additions	3,972	774	5,865	-
Accretion of interest	85	286	42	172
Payments	(2,575)	(2,664)	(1,964)	(1,666)
Modification to lease term	(3,002)	(216)	(2,963)	(216)
As at 31 December	3,879	5,399	4,250	3,270

Maturity profile of lease liabilities is disclosed in Note 36(b).

Extension options

The Group and the Company have several lease contracts of buildings which contain extension options exercisable by the Group and the Company. At the commencement of the lease, the Group and the Company assess whether it is reasonably certain to exercise such options. All of the extension options for buildings have been included in the lease liabilities because the Group and the Company are reasonably certain that the lease will be extended based on past practice and the existing economic incentive.

15. Leases (cont'd.)

(a) The Group and the Company as lessee (cont'd.)

The following are the amounts recognised in profit or loss:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Income/(expense):				
Income from subleasing right-of-use assets (Note 23)	-	-	1,416	1,376
Depreciation expense of right-of-use assets (Note 24)	(2,367)	(2,387)	(1,853)	(1,527)
Interest expense on lease liabilities	(85)	(286)	(42)	(172)
Expenses relating to leases of low-value assets (Note 24)	(62)	(66)	-	-
Expenses relating to short term leases (Note 24)	(1,087)	(641)	(39)	(95)

The Group and the Company had total cash outflows for payment of lease liabilities of RM3,724,000 (2024: RM3,371,000) and RM2,003,000 (2024: RM1,761,000) respectively. The Group and the Company also had non-cash additions to right-of-use assets of RM3,972,000 (2024: RM774,000) and RM5,865,000 (2024: Nil) respectively.

(b) The Company as lessor

The Company has entered into a cancellable operating sublease arrangement on its right-of-use asset. The sublease has a remaining cancellable lease term of less than three years.

The future minimum lease payments receivable under a cancellable operating sublease contracted for as at the reporting date but not recognised as receivables, are as follows:

	Company	
	2025 RM'000	2024 RM'000
Receivable within one year	177	162

Notes to the Financial Statements

For the financial year ended 31 December 2025

16. Insurance revenue

	Group	
	2025	2024
	RM'000	RM'000
Amounts relating to changes in liabilities for remaining coverage		
- Amount of CSM recognised in profit or loss	15	-
- Risk adjustment recognised for risk expired	39	15
- Expected insurance service expenses incurred in the period	259	116
- Other amounts including experience adjustments for premium receipts	(201)	68
Recovery of insurance acquisition cash flows	18	1
Contracts not measured under the PAA	130	200
Contracts measured under the PAA	357,355	388,994
	357,485	389,194

17. Insurance service expenses

	Group	
	2025	2024
	RM'000	RM'000
Incurred claims and other expenses	235,574	273,728
Amortisation of insurance acquisition cash flows	129,585	135,594
Reversal of losses on onerous insurance contracts	(2,174)	(7,760)
Changes to liabilities for incurred claims	(159,223)	(37,084)
	203,762	364,478

18. Amounts recoverable from reinsurers for incurred claims

	Group	
	2025	2024
	RM'000	RM'000
Amounts recoverable for incurred claims and other expenses	(18,863)	(38,196)
Reversal of a loss recovery component, other than changes in fulfilment cash flow, for reinsurance contracts held	428	1,294
Changes to amounts recoverable for incurred claims	83,999	(2,404)
	65,564	(39,306)

19. Investment income

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Interest income:				
- AC financial assets	3,339	11,264	-	493
- FVTPL financial assets	215	216	-	-
- Bank balances	84	116	27	65
Share of investment income from MMIP	1,758	3,523	-	-
Dividend income:				
- FVTPL financial assets	21,443	6,445	1,134	539
- Subsidiaries	-	-	30,000	23,335
	26,839	21,564	31,161	24,432

20. Realised gains and losses

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Property and equipment:				
Realised gains on disposal of property and equipment	15	103	-	-
FVTPL financial assets:				
Realised gains on disposal				
quoted unit trust funds in Malaysia	4,762	16,942	349	316
Total net realised gains	4,777	17,045	349	316

Notes to the Financial Statements

For the financial year ended 31 December 2025

21. Insurance finance expenses for insurance contracts issued

	Group	
	2025 RM'000	2024 RM'000
Interest accreted to insurance contracts using current financial assumptions	(11,245)	(12,254)
Due to changes in interest rates and other financial assumptions	(2,767)	(1,348)
Net foreign exchange expenses	(930)	(1,087)
	(14,942)	(14,689)

22. Reinsurance finance income for reinsurance contracts held

	Group	
	2025 RM'000	2024 RM'000
Interest accreted to reinsurance contracts using current financial assumptions	7,321	7,679
Interest accreted to insurance contracts using locked-in rate	1	4
Due to changes in interest rates and other financial assumptions	1,156	205
Effect of measuring changes in estimates at current rates and adjusting the CSM at rates on initial recognition	(13)	(48)
Net foreign exchange income	23	136
	8,488	7,976

23. Other operating income

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Foreign exchange gains:				
- realised	2	12	-	-
- unrealised	1,172	-	-	-
Tele-marketing commission income	8	6	6	4
Management fees income	99	-	6,509	4,373
Income from subleasing right-of-use assets (Note 18)	-	-	1,416	1,376
Ancillary fee income	978	-	-	-
Provision of software maintenance services	860	598	-	-
Provision of software customisation and professional services	-	14	-	-
Sundry income	3,036	2,491	163	171
	6,155	3,121	8,094	5,924

24. Expenses

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Claims and benefits	10,471	186,162	-	-
Fees and commissions	80,516	74,807	-	-
Reversal of losses on onerous insurance contracts	(2,174)	(7,760)	-	-
Reimbursement of expenses incurred by a related company: (Note 30(a))				
- employee benefits expense - other employee expenses	-	-	54	9
- marketing expenses	-	-	38	-
- professional fees	-	-	47	27
- expenses relating to short-term leases	-	-	79	16
- computer expenses	-	-	338	24
- administration and general expenses	-	-	13	14
	-	-	569	90
Auditors' remuneration:				
- statutory audits	1,014	1,009	173	166
- regulatory related services	128	122	47	45
- other services	49	153	11	10
Audit fees to other audit firms	-	13	-	-
Ancillary fee expenses	3,336	-	-	-
Amortisation of intangible assets (Note 4)	6,013	7,757	174	174
Depreciation of property and equipment (Note 3)	1,769	1,328	252	242
Depreciation of right-of-use assets (Note 18)	2,367	2,387	1,853	1,527
Directors' remuneration (Note 24(b))	2,227	2,178	1,277	1,252
Employee benefits expense (Note 24(a))	75,312	71,917	15,820	12,454
Foreign exchange losses:				
- realised	3,044	535	5	-
- unrealised	75	418	38	6
Impairment losses on:				
- intangible assets (Note 4)	-	2,984	-	-
- investment in a subsidiary (Note 5)	-	-	-	20,001
Communication expenses	421	278	37	39
Computer expenses	9,969	11,279	515	829
Expenses relating to leases of low-value assets (Note 15)	62	66	-	-
Expenses relating to short-term leases (Note 15)	1,087	641	39	79
Facilitator fees (Note 30(a))	13,099	10,361	-	-
Management fees	44	253	1,140	1,220
Marketing expenses	14,844	16,903	686	495
Professional fees	3,006	4,064	443	366
Printing charges	180	113	101	105
Publicity expenses	505	799	195	205
Other administration and general expenses	12,468	13,545	4,299	4,833
	239,832	402,312	27,674	44,138
Amounts attributed to insurance acquisition cash flows incurred during the year	(137,294)	(139,453)	-	-
Amortisation of insurance acquisition cash flows	129,585	135,594	-	-
	232,123	398,453	27,674	44,138

Notes to the Financial Statements
For the financial year ended 31 December 2025

24. Expenses (cont'd.)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Represented by:				
Insurance service expenses (Note 17)	203,762	364,478	-	-
Other operating expenses	28,361	27,194	27,674	44,138
Non-distinct investment component	-	6,781	-	-
	232,123	398,453	27,674	44,138

(a) Employee benefits expense

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Wages and salaries	62,831	59,270	13,260	10,590
Social security contributions	461	426	66	56
Contributions to defined contribution plan	7,352	6,600	1,460	1,177
Share-based compensation (Note 25)	154	(252)	106	(504)
Other benefits	4,514	5,873	928	1,135
	75,312	71,917	15,820	12,454

Included in employee benefits expense of the Group and the Company is CEO's remuneration of RM1,940,000 (2024: RM1,781,000) as further disclosed in Note 24(c).

(b) Directors' remuneration

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Directors of the Company:				
<u>Non-executive:</u>				
Fees	1,363	1,312	939	925
Allowances and other emoluments	501	461	338	327
	1,864	1,773	1,277	1,252
Directors of the subsidiaries:				
<u>Executive:</u>				
Fees	99	69	-	-
Allowances and other emoluments	35	22	-	-
	134	91	-	-
<u>Non-executive:</u>				
Fees	161	216	-	-
Allowances and other emoluments	68	98	-	-
	229	314	-	-
	363	405	-	-
Total	2,227	2,178	1,277	1,252

Notes to the Financial Statements
For the financial year ended 31 December 2025

24. Expenses (cont'd.)

(b) Directors' remuneration (cont'd.)

Directors of the Company:

Group	Fees RM'000	Allowances and other emoluments RM'000	Total RM'000
2025			
<u>Non-executive:</u>			
Dato' Mohamed Khadar Bin Merican	250	55	305
Kelvin Desmond Malayapillay	30	15	45
Mohamed Rashdi Bin Mohamed Ghazalli	321	127	448
Aireen Omar	105	30	135
Gan Mei Mei	129	45	174
Ariff Bin Rozhan	147	65	212
Jayakumar A/L Somasundram	290	113	403
Lim Chong Beng	91	51	142
Total	1,363	501	1,864
2024			
<u>Non-executive:</u>			
Dato' Mohamed Khadar Bin Merican	250	48	298
Kelvin Desmond Malayapillay	186	68	254
Tan Ming-Li	64	41	105
Mohamed Rashdi Bin Mohamed Ghazalli	355	130	485
Aireen Omar	106	30	136
Dr Grace Lee Hwee Ling	64	33	97
Gan Mei Mei	38	10	48
Ariff Bin Rozhan	70	25	95
Jayakumar A/L Somasundram	179	76	255
Total	1,312	461	1,773



Notes to the Financial Statements
For the financial year ended 31 December 2025

24. Expenses (cont'd.)

(b) Directors' remuneration (cont'd.)

Directors of the Company: (cont'd.)

The number of directors whose total remuneration received and receivable from the Group during the year fell within the following bands is analysed below:

	Number of directors	
	2025	2024
<u>Non-executive:</u>		
Less than RM50,000	1	1
RM50,001 - RM100,000	-	2
RM100,001 - RM150,000	2	2
RM150,001 - RM200,000	1	-
RM200,001 - RM250,000	1	-
RM250,001 - RM300,000	-	3
RM300,001 - RM350,000	1	-
RM350,001 - RM400,000	-	-
RM400,001 - RM450,000	2	-
RM450,001 - RM500,000	-	1

Company	Fees RM'000	Allowances and other emoluments RM'000	Total RM'000
2025			
<u>Non-executive:</u>			
Dato' Mohamed Khadar Bin Merican	178	40	218
Kelvin Desmond Malayapillay	30	15	45
Mohamed Rashdi Bin Mohamed Ghazalli	166	75	241
Aireen Omar	105	30	135
Gan Mei Mei	129	45	174
Ariff Bin Rozhan	147	65	212
Jayakumar A/L Somasundram	174	63	237
Lim Chong Beng	10	5	15
Total	939	338	1,277

Notes to the Financial Statements
For the financial year ended 31 December 2025

24. Expenses (cont'd.)

(b) Directors' remuneration (cont'd.)

Directors of the Company: (cont'd.)

Company	Fees RM'000	Allowances and other emoluments RM'000	Total RM'000
2024			
<u>Non-executive:</u>			
Dato' Mohamed Khadar Bin Merican	178	38	216
Kelvin Desmond Malayapillay	186	68	254
Tan Ming-Li	37	25	62
Mohamed Rashdi Bin Mohamed Ghazalli	186	78	264
Aireen Omar	106	30	136
Dr Grace Lee Hwee Ling	64	33	97
Gan Mei Mei	38	10	48
Ariff Bin Rozhan	70	25	95
Jayakumar A/L Somasundram	60	20	80
Total	925	327	1,252

The number of directors whose total remuneration received and receivable from the Company during the year fell within the following bands is analysed below:

	Number of directors	
	2025	2024
<u>Non-executive:</u>		
Less than RM50,000	2	1
RM50,001 - RM100,000	-	4
RM100,001 - RM150,000	1	1
RM150,001 - RM200,000	1	-
RM200,001 - RM250,000	4	1
RM250,001 - RM300,000	-	2

Notes to the Financial Statements

For the financial year ended 31 December 2025

24. Expenses (cont'd.)

(b) Directors' remuneration (cont'd.)

Directors of the subsidiaries:

The number of directors whose total remuneration received and receivable from the subsidiaries during the year fell within the following bands is analysed below:

	Number of directors	
	2025	2024
<u>Executive:</u>		
Less than RM50,000	-	3
RM50,001 - RM100,000	-	-
RM100,001 - RM150,000	1	-
<u>Non-executive:</u>		
Less than RM50,000	-	1
RM50,001 - RM100,000	1	1
RM100,001 - RM150,000	-	1
RM150,001 - RM200,000	1	1
RM200,001 - RM250,000	-	2

(c) CEO's remuneration

The details of remuneration received by the CEO of the Company during the financial year are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Salaries and other emoluments	1,350	1,299	1,350	1,299
Bonus	360	-	360	-
Defined contribution plan	205	129	205	129
Other benefits	-	318	-	318
Total remuneration excluding benefits-in-kind	1,915	1,746	1,915	1,746
Estimated money value of benefits-in-kind	25	35	25	35
Total remuneration (Note 30(b))	1,940	1,781	1,940	1,781

25. Long Term Incentive Plan - Employee Share Option Scheme ("LTIP - ESOS")

On 30 September 2022, the Company announced to establish and implement a long term incentive plan ("LTIP") of up to 10% of the issued share capital of the Company (excluding treasury shares, if any) at any point in time during the 10 years period, with effect from 30 September 2022. The LTIP will consist of a share grant plan ("LTIP - SGP") and an employees' share option scheme ("LTIP - ESOS") offered to the eligible employees of the Company and its subsidiaries which are not dormant.

On 5 January 2023, the Company offered 13,223,308 LTIP - ESOS shares to eligible employees of the Group. The offer period was from 5 January 2023 to 4 February 2023. The LTIP - ESOS was to be vested over a period of 3 years in 3 tranches from the grant date.

On 12 January 2023, the Company offered 2,273,400 LTIP - ESOS shares to eligible employees of the Group. The offer period was from 12 January 2023 to 11 February 2023. The LTIP - ESOS was to be vested over a period of 3 years in 3 tranches from the grant date.

On 11 May 2023, the Company offered 1,879,400 LTIP - ESOS shares to eligible employees of the Group. The offer period was from 11 May 2023 to 10 June 2023. The LTIP - ESOS was to be vested 2 years after the grant date.

On 16 May 2024, the Company offered 997,226 LTIP - ESOS shares to eligible employees of the Group. The offer period was from 16 May 2024 to 15 June 2024. The LTIP - ESOS was to be vested over a period of 1 to 3 years in 3 tranches from the grant date.

The options granted under LTIP - ESOS is exercisable only by the employees during their employment with the Group and before the expiry date. The exercise price of the options is the grant price which is a discounted price of 10% from the average weighted price for five days preceding the date of grant.

The allowance for and write-back recognised by the Group and the Company in relation to employee services received and forfeiture from employees during the year are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Grant of/(Write-back of) equity-settled share-based payment transactions (Note 24(a))	154	(252)	106	(504)

Notes to the Financial Statements
For the financial year ended 31 December 2025

Notes to the Financial Statements
For the financial year ended 31 December 2025

25. Long Term Incentive Plan - Employee Share Option Scheme ("LTIP - ESOS") (cont'd.)

Movements during the year

The number and weighted average exercise prices ("WAEP") of, and movements in, LTIP - ESOS during the current and previous years are as follow:

Grant date	Outstanding as at 1.1.2025 '000	Granted '000	Exercised '000	Forfeited '000	Outstanding as at 31.12.2025 '000	Vested '000	Exercise price of LTIP - ESOS RM	Average remaining contractual life
5 January 2023	6,484	-	-	(384)	6,100	3,792	0.33	7.73 years
12 January 2023	1,573	-	-	-	1,573	800	0.33	7.71 years
3 March 2025	-	624	-	-	624	-	0.26	7.60 years
14 April 2025	-	643	-	-	643	-	0.24	7.45 years
	8,057	1,267	-	(384)	8,940	4,592		
WAEP	0.33	0.25	-	0.33	0.31	0.33		

Grant date	Outstanding as at 1.1.2024 '000	Granted '000	Exercised '000	Terminated '000	Outstanding as at 31.12.2024 '000	Vested '000	Exercise price of LTIP - ESOS RM	Average remaining contractual life
5 January 2023	1,379	-	-	(1,379)	-	-	0.37	6.98 years
5 January 2023	1,879	-	-	(1,879)	-	-	0.38	8.73 years
5 January 2023	9,465	-	(681)	(2,299)	6,484	1,683	0.33	8.73 years
12 January 2023	2,273	-	(700)	-	1,573	750	0.33	8.71 years
11 May 2023	1,879	-	-	(1,879)	-	-	0.38	8.39 years
16 May 2024	-	997	-	(997)	-	-	0.37	8.37 years
	16,875	997	(1,381)	(8,433)	8,057	2,434		
WAEP	0.34	0.37	0.33	0.36	0.33	0.33		

25. Long Term Incentive Plan - Employee Share Option Scheme ("LTIP - ESOS") (cont'd.)

Fair value of share options granted

The fair value of share options was estimated by an external valuer using the Binomial Model, taking into account the terms and conditions upon which the options were granted. The fair value of share options and the assumptions used were as follows:

	Grant date			
	5 January 2023	12 January 2023	3 March 2025	14 April 2025
Fair value of share options:				
- Tranche 1 (RM)	0.121003	0.125165	0.101745	0.091983
- Tranche 2 (RM)	0.129211	0.133250	0.110025	0.099539
- Tranche 3 (RM)	0.135689	0.139666	0.116785	0.105682
Dividend yield (per annum)	2.07%	2.07%	1.16%	1.16%
Expected volatility (per annum)	37.00%	37.00%	39.00%	39.00%
Risk-free interest rate (per annum)	3.90%	3.90%	3.70%	3.60%

The expected life of the options was based on historical data and therefore is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility was indicative of future trends, which may also not necessarily be the actual outcome. No other features of the options granted were incorporated into the measurement of fair value.

Notes to the Financial Statements

For the financial year ended 31 December 2025

26. Taxation

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Labuan income tax:				
Current income tax	734	615	-	-
Underprovision in prior years	-	25	-	-
	734	640	-	-
Malaysian income tax:				
Current income tax	4,637	-	-	-
Overprovision in prior years	-	(1,449)	-	(4)
	4,637	(1,449)	-	(4)
Deferred tax (Note 13):				
Relating to origination and reversal of temporary differences	6,223	(1,198)	-	-
Underprovision in prior years	9	1,448	-	-
	6,232	250	-	-
	11,603	(559)	-	(4)

Following the issuance of the Federal Government Gazette P.U.(A) 392, a Labuan entity that meets the substantial activity requirements would be taxed at 3% of the net audited profits while Labuan entities that do not meet the substantial activity requirements would be subjected to a higher tax rate of 24% under LBATA.

The income tax for the Company and Malaysian incorporated subsidiaries are based on the corporate tax rate of 24% (2024: 24%) of the estimated assessable profit for the financial year.

Notes to the Financial Statements

For the financial year ended 31 December 2025

26. Taxation (cont'd.)

A reconciliation of income tax expense/(benefit) applicable to profit/(loss) before taxation at the statutory income tax rate to income tax expenses at the effective income tax rate is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit/(loss) before taxation	42,924	2,182	12,222	(13,572)
Taxation at Malaysian statutory tax rate of 24%	10,302	524	2,933	(3,257)
Effect of different tax rate in respect of Labuan subsidiary	(5,138)	(4,519)	-	-
Income not subject to tax	(6,077)	(2,322)	(8,182)	(6,227)
Expenses not deductible for tax purposes	10,418	6,695	4,686	8,963
Share of results of an associate	513	1,618	-	-
Share of results of a joint venture company	(26)	(26)	-	-
Deferred tax asset not recognised on deductible temporary differences, unabsorbed capital allowances and unutilised tax losses	1,610	1,192	563	521
Deferred tax asset recognised on unutilised tax losses and other deductible temporary differences	-	(2,720)	-	-
Utilisation of previously unrecognised unutilised tax losses and unabsorbed capital allowances	(8)	(1,025)	-	-
Overprovision of income tax in prior years	-	(1,424)	-	(4)
Underprovision of deferred tax in prior years	9	1,448	-	-
Tax expense/(benefit) for the year	11,603	(559)	-	(4)

27. Earnings per share - Basic and diluted

Basic earnings per share is calculated by dividing the profit for the year, net of tax, attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares in issue during the year.

Diluted earnings per share is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares in issue during the year, adjusted for the dilutive effects of potential ordinary shares that would be issued under the LTIP - ESOS.



Notes to the Financial Statements

For the financial year ended 31 December 2025

27. Earnings per share - Basic and diluted (cont'd.)

The following shows the computation of basic and diluted earnings per share for the years ended 31 December 2025 and 2024:

	Group	
	2025	2024
Basic earnings per share		
Profit attributable to ordinary equity holders (RM'000)	26,454	572
Weighted average number of ordinary shares in issues ('000)	753,641	753,323
Basic earnings per share (sen)	3.51	0.08
Diluted earnings per share		
Profit attributable to ordinary equity holders (RM'000)	26,454	572
Weighted average number of ordinary shares in issues ('000)	753,641	753,323
Effects of dilution - LTIP - ESOS in issue ('000)	(307)	156
Weighted average number of ordinary shares adjusted for the effect of dilution ('000)	753,334	753,480
Diluted earnings per share (sen)	3.51	0.08

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

28. Dividends

No dividend has been declared or paid by the Company in the current and previous financial years.

29. Capital commitments

The commitments of the Group and of the Company as at the financial year end are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Capital expenditure				
Approved but not contracted for:				
Intangible assets	26,374	51,139	2,169	741
Property and equipment	16,899	1,921	206	221
	43,273	53,060	2,375	962

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Related party disclosures

(a) Significant related party transactions

The Group and the Company had the following significant transactions with related parties during the financial year:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Income/(expense):				
Transactions with subsidiaries:				
TPR				
Director fees	-	-	57	52
Dividend income	-	-	30,000	23,335
Income from subleasing right-of-use assets	-	-	105	93
Management fee income	-	-	1,650	1,335
Payment of expenses on behalf	-	-	2,609	3,126
TIMB				
Director fees	-	-	73	49
Income from subleasing right-of-use assets	-	-	1,125	1,099
Management fee income	-	-	3,825	2,531
Management fee expense	-	-	(907)	(887)
Other employee benefits	-	-	(43)	(34)
Payment of expenses on behalf	-	-	2,454	5,350
Reimbursement of expenses incurred (Note 24)	-	-	(569)	(90)
WL				
Computer expenses	-	-	-	(106)
Income from subleasing right-of-use assets	-	-	186	172
Management fee income	-	-	1,034	496
Management fee expense	-	-	(302)	(230)
Payment of expenses on behalf	-	-	462	214
TPV				
Income from subleasing right-of-use assets	-	-	-	12
Management fee income	-	-	-	(45)
Reimbursement of expenses incurred	-	-	-	(256)



Notes to the Financial Statements
For the financial year ended 31 December 2025

30. Related party disclosures (cont'd.)

(a) Significant related party transactions (cont'd.)

Income/(expense):	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Transactions with associate:				
TIPCL				
Director fees	-	53	-	53
Gross earned premiums	785	798	-	-
Gross claims paid	(18)	(6)	-	-
Management fee income	99	61	-	-
Management fee expense	-	(154)	-	(103)
Provision of software maintenance services	36	122	-	-
Provision of software customisation and professional services (Note 23)	-	14	-	-
Payment of expenses on behalf	170	392	124	154
Transactions with joint venture company:				
TPCBLLC				
Facilitator fees (Note 24)	(13,099)	(10,361)	-	-
Transactions with corporate shareholders of the Company:				
Tune Group Sdn Bhd				
Royalty fee	(5,836)	(6,341)	(3,873)	(4,407)
Rental and utilities charges	(1,884)	(1,624)	(1,756)	(1,606)
Gross written premium	2	1	-	-

30. Related party disclosures (cont'd.)

(a) Significant related party transactions (cont'd.)

Income/(expense):	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Transactions with related companies of a corporate shareholder of the Company, Tune Group Sdn Bhd:				
ECM Libra Financial Group Berhad				
Gross written premium	7	103	-	-
Epsom College in Malaysia				
Gross written premium	71	61	-	-
SP&G Gallagher Insurance Brokers				
Gross written premium	2,922	2,997	-	-
Fee and commission expenses	(477)	(442)	-	-
Tune Talk Sdn Bhd				
Gross written premium	82	64	-	-
Bigpay Later Sdn Bhd				
Gross written premium	1	-	-	-
Transactions with related companies of a corporate shareholder of the Company, Move Digital Sdn Bhd:				
AirAsia Berhad				
Gross written premium	49,389	38,310	-	-
Fee and commission expense	(12,319)	(9,546)	-	-
AirAsia X Berhad				
Gross written premium	11,878	8,395	-	-
Fee and commission expense	(2,968)	(2,098)	-	-
BIGLIFE Sdn Bhd				
Management expenses	(2)	(8)	-	-

Notes to the Financial Statements
For the financial year ended 31 December 2025

30. Related party disclosures (cont'd.)

(a) Significant related party transactions (cont'd.)

Income/(expense):	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Transactions with related companies of a corporate shareholder of the Company, Move Digital Sdn Bhd: (cont'd.)				
BigPay Malaysia Sdn Bhd				
Gross written premium	21	71	-	-
Capital A Berhad				
Gross written premium	3	3	-	-
Move Travel Sdn Bhd				
Gross written premium	490	641	-	-
Reimbursement of expenses incurred	(113)	(2,723)	-	-
Fee and commission expenses	(122)	(156)	-	-
Philippines AirAsia Inc				
Gross written premium	148	92	-	-
PT Indonesia AirAsia				
Gross written premium	1,773	1,572	-	-
Teleport Commerce Malaysia Sdn Bhd				
Gross written premium	1	2	-	-
Thai AirAsia Co. Ltd				
Gross written premium	804	912	-	-

Details of balances with related parties at the end of the respective years are disclosed in Notes 11 and 14.

Notes to the Financial Statements
For the financial year ended 31 December 2025

30. Related party disclosures (cont'd.)

(b) Compensation of key management personnel

The remuneration of key management personnel during the year are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Executive directors' remuneration: (Note 24(b))				
- directors of the subsidiaries	134	91	-	-
Non-executive directors' remuneration: (Note 24(b))				
- directors of the Company	1,864	1,773	1,277	1,252
- directors of the subsidiaries	229	314	-	-
	2,093	2,087	1,277	1,252
CEO's remuneration (Note 24(c))	1,940	1,781	1,940	1,781
	4,167	3,959	3,217	3,033

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group and the Company. The key management personnel of the Group includes the directors and Chief Executive Officer of the Company.

31. Regulatory capital/working fund and solvency requirements of subsidiaries

(i) TPR

The Guidelines on Insurance Capital Adequacy Framework ("the Guidelines") was introduced as a set of risk-based capital ("RBC") regulations for the general and life insurance industry in Labuan International Business and Financial Centre, effective from 1 January 2024. It was issued pursuant to Section 4A of the Labuan Financial Services Authority Act 1996 for the purpose of clarifying the requirements on margin of solvency for Labuan insurers under Section 109 of the Labuan Financial Services and Securities Act 2010.

Under the Guidelines, TPR is required to satisfy the Supervisory Target Capital Level ("STCL") of 120%. As at year end, TPR has a capital adequacy ratio in excess of the STCL.

(ii) TIMB

The insurance subsidiary, TIMB, is required to comply with the regulatory capital requirement prescribed in the RBC Framework which is imposed by the Ministry of Finance. Under the RBC Framework, insurance companies are required to satisfy a minimum capital adequacy ratio of 130%. As at year end, TIMB has a capital adequacy ratio in excess of the minimum requirement.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. Regulatory capital/working fund and solvency requirements of subsidiaries (cont'd.)

(ii) TIMB (cont'd.)

The capital structure of TIMB as at 31 December 2025 and the comparative period, as prescribed under the RBC Framework, are provided below:

	2025 RM'000	2024 RM'000
Eligible Tier 1 capital		
Share capital (paid-up)	103,348	103,348
Reserves, including retained earnings	241,775	216,029
	345,123	319,377
Amount deducted from capital	(52,615)	(46,311)
Total capital available	292,508	273,066

32. Risk management framework

The Board of Directors of the insurance subsidiary, which has the ultimate responsibility for ensuring an adequate system of risk management, has established a Risk Management Committee ("RMC") of 6 independent non-executive directors. The Committee is responsible for regularly identifying risks, ensuring that adequate risk management policies and procedures are in place, and monitoring compliance with policies and procedures.

The Committee has worked with the Management to develop these policies and both Management and the Board have agreed to adopt these policies to govern the running of the business.

Risk appetite

The subsidiaries' risk appetite statements together with the associated metrics, articulate the levels, boundaries and nature of risk that the Board is willing to bear and accept in pursuit of achieving strategic objectives. The statements, which are approved by the Board, comprise the following components:

- (a) Capital adequacy risk policy;
- (b) Business growth strategies;
- (c) Underwriting performance;
- (d) Liquidity;
- (e) Investment strategy and returns;
- (f) Reinsurance and intermediaries counterparty risks;
- (g) Compliance with regulatory guidelines;
- (h) Reputational risks;
- (i) Operational risks;
- (j) Credit settlement period; and
- (k) Climate change risk.

32. Risk management framework (cont'd.)

Overview of risk management policies

The Group and the Company's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group and the Company's business whilst managing the key risks faced by the Group and the Company.

A. Underwriting

i. Risk

Acceptance of poor insurance risks, risks with low profit margins and inadequate reinsurance arrangements contribute to low profitability and inadequate capital growth. Insurance risk is also the risk of outstanding insurance contract liabilities being greater than estimated.

ii. Policy

The following outlines the Group's policies to safeguard against these risks:

- (a) Underwrite only classes of risks which have been approved by the Board;
- (b) Accept risks within the approved classes only according to comprehensive underwriting guidelines and within limits of delegated authority;
- (c) Expand into new lines only where there is adequate experience within the Group and after management has obtained appropriate Board authority;
- (d) Price risks with sufficient margin to ensure ongoing viability of the business, and maintaining a professional approach to this function;
- (e) Retain risks according to guidelines on maximum risks to be retained;
- (f) Mitigate foreign currency risks on reinsurance by all significant reinsurance arrangements being entered into in Malaysian Ringgit;
- (g) Ensure compliance with treaty arrangements in accepting risks;
- (h) Maintain a balanced portfolio to yield a reasonable level of profits; and
- (i) Review on a regular basis the insurance contract liabilities.

Notes to the Financial Statements

For the financial year ended 31 December 2025

32. Risk management framework (cont’d.)

Overview of risk management policies (cont’d.)

B. Reinsurance

i. Risk

Reinsurance arrangement exposes the Group to residual insurance risks, legal risks, counterparty risks, liquidity risks and operational risks.

ii. Policy

The following outlines the Group's policies to safeguard against these risks:

- (a) Set retention limits in accordance to the Group's risk appetite and its risk tolerance level;
- (b) Use of intermediaries such as reinsurance brokers to obtain an independent advice and to source for best pricing;
- (c) Determine the reinsurer selection process including selection criteria to ensure sufficient diversification of reinsurance sources as well as the financial position of the reinsurers; and
- (d) Regularly review the financial soundness of the reinsurers.

C. Claims

i. Risk

Exposure to unexpected or excessive losses, fraudulent claims and inadequate provisions for outstanding claims could affect the Group's profitability, financial position and reputation.

ii. Policy

The Group's policies to guard against these risks are:

- (a) Identify claims exposures and properly assess them, and routinely review them upon the receipt of further information and at least once a year;
- (b) Maintain good claims administration and settlement processes to ensure prudent claims estimation and appropriate loss adjustment;
- (c) Make adequate provisions for all claim liabilities, especially for long-tail liabilities and adverse foreign exchange movements on such liabilities;
- (d) Assess exposure to fraud periodically and employ measures to minimise potential losses through accepting claims outside contractual obligations for fraudulent reasons and for detecting fraudulent claims; and
- (e) Ensure that losses are mitigated and potential recovery action is followed up in a professional and timely fashion.

32. Risk management framework (cont’d.)

Overview of risk management policies (cont’d.)

D. Investments

i. Risk

Investment risk is the risk of inadequate investment returns from poor investment strategies and adverse movements in the value of investments. Investment risk is derived from market risk, credit risk, investment concentration risk, liquidity risk, and asset/liability mismatch risk.

ii. Policy

Returns from the investment of premium income are an important source of income to the Group and the Company and maintenance of the market value of the investments is essential for the financial stability of the Group and the Company. The absence of prudent investment strategies and investment decision framework could result in poor investment return which would affect the Group's and the Company's profitability and competitiveness and also result in the Group and the Company not being able to meet its obligations as they fall due. It is the Group's and the Company's policy to:

- (a) Implement an investment strategy to ensure appropriate asset allocation that commensurates with the Group and Company's respective risk appetite, limit concentration risk in any specific investments and ensure adequate matching of asset and liability portfolios;
- (b) Ensure that investments in all assets are within limits specified by the Investment Committee;
- (c) Understand and conduct proper analysis before making any investments to minimise market risk and continuously monitor the performance and risk of the investments;
- (d) Manage disposal of investments to optimise returns;
- (e) Limit exposure to interest rate risk by managing the duration of investments in term deposits, corporate bonds and government securities;
- (f) Ensure liquidity by maintaining sufficient cash float at any time and regularly matching the expected duration of liabilities and investments and uncertainties arising from the timing and amount of cash flows;
- (g) Minimise credit risk via investments in Fixed Income Instruments that have a minimum rating of “A” and within specific overall limits as specified within the Group's and the Company's Investment Policy; and
- (h) Monitor investment portfolio and performance on a regular basis and report investment exposure and performance to the Investment Committee and Board monthly.

Notes to the Financial Statements

For the financial year ended 31 December 2025

32. Risk management framework (cont'd.)

Overview of risk management policies (cont'd.)

E. Credit quality

i. Risk

Credit quality risk is associated with credit exposure that increase the risk profile of the Group and the Company and can adversely affect the Group and the Company's viability. The risk arises mainly from default of reinsurers, due premiums and other large exposures.

ii. Policy

Policies to limit credit risks include the following:

- (a) Maintain credit control in accordance with appropriate policies and procedures which govern the extension of credit to the cedants and specifies guidelines for setting limits on credit as per the quota share agreement;
- (b) Limit exposure to single parties or groups of related entities to 30% of the Group and the Company's capital base. However, specific Board approval is required to sanction exposures including facultative reinsurance placements which exceed 30% of the Group and the Company's capital base as well as exposure from arrangements made in exception cases;
- (c) Monitor compliance with established credit limits; and
- (d) Collect amounts due in accordance with agreed credit terms, enforce prompt collection of overdue amounts in the case of due premiums and consider the cancellation of insurance policies at the expiry of credit terms.

F. Operational

i. Risk

Non-financial or operational risks the Group and the Company face include technology risk, risk to reputation, fraud, compliance, legal risk, physical damage to property, poor outsourcing arrangements, threats to business continuity and key personnel risk.

ii. Policy

The policies to monitor and minimise these risks are as follows:

- (a) Undertake annual risk audits to identify material operational risks to which the Group are exposed;
- (b) Effect appropriate insurance cover for all identified operational risks which can be cost-effectively insured;
- (c) Closely monitor the external relationships;
- (d) Ensure at all times that compliance with regulatory requirements and fulfilment of material obligations under the legislative framework is maintained;

32. Risk management framework (cont'd.)

Overview of risk management policies (cont'd.)

F. Operational (cont'd.)

ii. Policy (cont'd.)

- (e) Maintain an ethics and personal conduct policy to ensure that the affairs of the Group and the Company are conducted in a manner that would avoid any action by the Group and the Company or its officers that would bring disrepute to the Group and the Company;
- (f) Implement adequate security procedures to prevent unauthorised access, damage, loss to assets and facilities and harm to employees;
- (g) Ensure that division of responsibility is clear and mutually understood where any part of the Group's and the Company's business is outsourced to third parties whilst ultimate control over the outsourced operations is retained by the Group and the Company; and
- (h) Identify the possible types of fraud the Group and the Company is exposed to and develop and maintain effective controls to prevent them and to take appropriate and prompt action if fraud occurs.

G. Regulatory compliance and corporate governance

The Management is responsible to follow a systematic approach to the business and effectively manage the risks. The key risks that have been identified are monitored and their status communicated as appropriate throughout all levels of the organisation and are also incorporated in the Group's and the Company's performance management reporting.

The Group maintains a register of risks and follows a project management approach toward mitigation of risk.

The Internal Audit Department, which reports independently to the Board, undertakes a wide-ranging programme of work designed to keep the Board fully informed on the compliance of the business with agreed risk management policies, controls and procedures.

Regular reports are submitted to the Board with Key Performance Indicators covering the Group's and the Company's performance and the key risks identified.

A Compliance Function is in place to ensure regulatory compliance. The function is under the responsibility of the Chief Risk & Compliance Officer who shall monitor compliance to regulatory requirements.

The Chief Risk & Compliance Officer shall take responsibility to ensure regulatory compliance is adhered to and any changes to policy and practices are communicated appropriately to all parties concerned.

Notes to the Financial Statements

For the financial year ended 31 December 2025

32. Risk management framework (cont'd.)

Overview of risk management policies (cont'd.)

H. Regulations of risk management

In accordance with these policies a framework for management of identified risks has been developed for the effective management of risk.

Effective and efficient operation of the organisation would be ensured through:

- (a) Providing a framework that enables the activities of the Group and the Company to be undertaken in a consistent and controlled manner;
- (b) A management structure that clearly identifies the roles and responsibilities of the staff;
- (c) Development of procedures to ensure that risk management strategies are implemented;
- (d) Retention of a level of well-qualified staff through appropriate recruitment, training and staff development systems and procedures;
- (e) Improving motivation of staff through a suitable communication, review, feedback and rewards system; and
- (f) Prompt and comprehensive management reporting systems to assess performance and progress of the business and the utilisation of its resources.

33. Insurance risk

The Group has in place comprehensive underwriting guidelines and limits of authority to ensure that risks are accepted in accordance with the authorised limits. The retention of risks is protected by proportional and non-proportional treaties with reputable reinsurers and brokers, and premised on the risk appetite of the Group.

The Group also underwrites treaty business on a proportional basis mainly in travel insurance business. Risks can arise from the adverse development of the loss ratio and catastrophic events. These risks vary significantly in relation to economic conditions and territories from which the risk originated.

(a) Sensitivity analysis

Key assumptions

The principal assumptions underlying the estimation of the insurance contract liabilities is that the Group's future claims development will follow a similar pattern to past claims development experience. This includes key assumptions such as the adopted Ultimate Loss Ratios ("ULR"), risk margin percentages (i.e., PRAD) and expense ratios in respect of claims handling and other overhead expenses.

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 historic claims development data on which the projections are based. Additional qualitative judgements are used to assess the extent to which past trends may not apply in the future, for example, isolated occurrence, changes in market factors such as public attitude to claiming, economic conditions, as well as internal factors such as policy conditions and claims handling procedures. Judgement is further used to assess the extent to which external factors such as judicial decisions and government legislation affect the estimates.

33. Insurance risk (cont'd.)

(a) Sensitivity analysis (cont'd.)

Key assumptions (cont'd.)

The insurance contract liabilities are calculated by discounting expected future cash flows at a risk-free rate. Risk-free rates are determined by reference to the yields of Malaysian Government Securities ("MGS").

The Group has based its risk margin for adverse deviation for the provisions for unexpired risks and insurance claims at a 75% level of sufficiency, according to the requirements set by Bank Negara Malaysia under the Risk Based Capital ("RBC") Framework and the requirements set by Labuan FSA under the Guidelines on Valuation Basis for Liabilities of Labuan General Insurance Business.

Sensitivities

The general insurance, general reinsurance and life insurance contract liabilities are sensitive to the key assumptions shown below. It has not been possible to quantify the sensitivity of certain assumptions, such as, legislative changes or uncertainty in the estimation process.

The analysis below is performed for reasonably possible movements in key assumptions with all other assumptions held constant, showing the impact on gross and net liabilities, profit before tax and equity. The correlation of assumptions will have a significant effect in determining the ultimate liabilities, but to demonstrate the impact due to changes in assumptions, assumptions are changed on an individual basis. It should be noted that movements in these assumptions are non-linear. The method used for deriving the sensitivity results had not changed from the previous year.

		Impact on profit before		Impact on equity'	
		Gross of reinsurance	Net of reinsurance	Gross of reinsurance	Net of reinsurance
		RM'000	RM'000	RM'000	RM'000
Changes in assumptions		← Increase/(decrease) →		← (Decrease)/increase →	
General reinsurance					
2025					
Loss ratio	+1%	(231)	(231)	(224)	(224)
	-1%	231	231	224	224
Discounting	+1%	76	76	74	74
	-1%	(76)	(76)	(74)	(74)

Notes to the Financial Statements

For the financial year ended 31 December 2025

33. Insurance risk (cont'd.)

(a) Sensitivity analysis (cont'd.)

Sensitivities (cont'd.)

Changes in assumptions	Impact on profit before		Impact on equity [*]	
	Gross of reinsurance	Net of reinsurance	Gross of reinsurance	Net of reinsurance
	RM'000	RM'000	RM'000	RM'000
	← Increase/(decrease) →		← (Decrease)/increase →	

General reinsurance (cont'd.)

2024

Loss ratio	+1%	(248)	(248)	(241)	(241)
	-1%	248	248	241	241
Discounting	+1%	135	135	131	131
	-1%	(135)	(135)	(131)	(131)

General insurance

2025

Loss ratio	+10%	(21,022)	(12,652)	(15,977)	(9,615)
PRAD	+10%	(5,713)	(2,836)	(4,342)	(2,156)
Provision for expenses	+10%	(2,662)	(2,595)	(2,023)	(1,972)
Discounting	+1%	8,200	4,172	6,232	3,171
Loss ratio	-10%	20,311	12,652	15,437	9,615
PRAD	-10%	5,713	2,836	4,342	2,156
Provision for expenses	-10%	2,661	2,595	2,023	1,972
Discounting	-1%	(6,363)	(4,617)	(4,836)	(3,509)

2024

Loss ratio	+10%	(49,611)	(34,136)	(37,705)	(25,943)
PRAD	+10%	(7,646)	(3,161)	(5,811)	(2,403)
Provision for expenses	+10%	(2,550)	(2,494)	(1,938)	(1,896)
Discounting	+1%	10,230	4,755	7,775	3,614

33. Insurance risk (cont'd.)

(a) Sensitivity analysis (cont'd.)

Sensitivities (cont'd.)

Changes in assumptions	Impact on profit before		Impact on equity [*]	
	Gross of reinsurance	Net of reinsurance	Gross of reinsurance	Net of reinsurance
	RM'000	RM'000	RM'000	RM'000
	← Increase/(decrease) →		← (Decrease)/increase →	

General insurance (cont'd.)

2024 (cont'd)

Loss ratio	-10%	48,727	32,283	37,033	24,535
PRAD	-10%	7,646	3,161	5,811	2,403
Provision for expenses	-10%	2,550	2,494	1,938	1,896
Discounting	-1%	(8,279)	(4,644)	(6,292)	(3,529)

Life insurance

2025

Loss ratio	+10%	(2)	(2)	(2)	(2)
Loss ratio	-10%	2	2	1	1

2024

Loss ratio	+10%	(32)	(32)	(24)	(24)
Loss ratio	-10%	32	32	24	24

* Impact is net of tax of 3% (2024: 3%) for the general reinsurance business and 24% (2024: 24%) for the general insurance business and life insurance business.

(b) Claims development table

In setting provisions for claims, the Group gives 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 year is greatest when the accident year is at an early stage of development and the margin necessary to provide the necessary confidence in the adequacy of the 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.

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For the financial year ended 31 December 2025

33. Insurance risk (cont'd.)
(b) Claims development table (cont'd.)
Net undiscounted liabilities for incurred claims for 2024
(i) General reinsurance

Accident year	2017 & prior RM'000	2018 RM'000	2019 RM'000	2020 RM'000	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	Total RM'000
At end of accident year	7,136	7,030	6,389	6,521	8,325	15,679	19,394	13,646	
One year later	5,587	5,504	5,535	2,911	6,001	6,769	13,887		
Two years later	5,929	5,391	4,816	2,267	5,909	7,732			
Three years later		5,114	4,783	2,278	5,909				
Four years later	5,827	5,103	4,769	2,252					
Five years later	5,825	5,102	4,778						
Six years later	5,547								
Seven years later	5,559								
Net estimates of the undiscounted amount of the claims	5,559	5,099	4,778	2,252	5,909	7,732	13,887	13,646	58,862
At end of accident year	(4,231)	(4,245)	(3,264)	(1,109)	(3,751)	(4,434)	(7,477)	(5,124)	
One year later	(5,146)	(4,946)	(4,419)	(2,093)	(5,903)	(6,172)	(9,504)		
Two years later	(5,531)	(5,003)	(4,481)	(2,180)	(5,895)	(7,663)			
Three years later	(5,524)	(5,003)	(4,488)	(2,214)	(5,895)				
Four years later	(5,524)	(5,003)	(4,483)	(2,195)					
Five years later	(5,523)	(5,000)	(4,487)						
Six years later	(5,520)								
Seven years later	(5,520)								
Cumulative payments to-date	(5,520)	(5,000)	(4,487)	(2,195)	(5,895)	(7,663)	(9,504)	(5,124)	(45,388)
Net undiscounted liabilities for incurred claims	39	99	291	57	14	69	4,383	8,522	13,474
Claims payable									11,087
Effect of discounting									(407)
Total net liabilities for incurred claims before elimination									24,154
Elimination/adjustment upon consolidation									(684)
Total net liabilities for incurred claims per statements of financial position									23,470
Estimated of the present value of future cash flows									
Total gross liabilities for incurred claims (Note 10)					20,643		2,856		23,499
Amounts recoverable from reinsurers (Note 10)					(29)		-		(29)
Total net liabilities for incurred claims					20,614		2,856		23,470

33. Insurance risk (cont'd.)
(b) Claims development table (cont'd.)
Net undiscounted liabilities for incurred claims for 2024 (cont'd.)
(ii) General insurance

Accident year	2017 & prior RM'000	2018 RM'000	2019 RM'000	2020 RM'000	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	Total RM'000
At end of accident year	203,874	149,367	125,932	95,228	83,454	139,060	137,127	152,171	
One year later	174,838	127,793	109,622	75,871	68,342	96,879	130,577		
Two years later	157,504	117,552	96,929	65,875	56,374	89,479			
Three years later	151,629	109,387	88,968	60,150	55,453				
Four years later	147,057	105,013	84,949	57,353					
Five years later	143,641	100,621	83,722						
Six years later	139,612	94,472							
Seven years later	138,530								
Net estimates of the undiscounted amount of the claims	138,530	94,472	83,722	57,353	55,453	89,479	130,577	152,171	801,757
At end of accident year	(59,278)	(35,666)	(29,966)	(19,485)	(16,881)	(26,829)	(34,017)	(33,920)	
One year later	(107,969)	(72,361)	(52,725)	(34,967)	(32,824)	(51,506)	(63,183)		
Two years later	(122,450)	(81,718)	(63,020)	(43,430)	(40,284)	(63,819)			
Three years later	(128,356)	(85,447)	(70,135)	(49,741)	(44,609)				
Four years later	(130,471)	(88,706)	(73,432)	(51,914)					
Five years later	(132,702)	(90,490)	(75,209)						
Six years later	(134,963)								
Seven years later	(135,813)								
Cumulative payments to-date	(135,813)	(91,659)	(75,209)	(51,914)	(44,609)	(63,819)	(63,183)	(33,920)	(560,126)
Net undiscounted liabilities for incurred claims	2,717	2,813	8,513	5,439	10,844	25,660	67,394	118,251	241,631
Effect of discounting									(12,186)
Total net liabilities for incurred claims before elimination									229,445
Elimination/adjustment upon consolidation									684
Total net liabilities for incurred claims per statements of financial position									230,129
Contracts not under PAA									
Estimated of the present value of future cash flows									
Total gross liabilities for incurred claims (Note 10)			-			533,448	59,710		593,158
Amounts recoverable from reinsurers (Note 10)			(283,139)			(73,884)	(6,006)		(363,029)
Total net liabilities for incurred claims			(283,139)			459,564	53,704		230,129

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Notes to the Financial Statements

For the financial year ended 31 December 2025

34. Financial instruments and insurance assets and liabilities

The following tables summarise the financial instruments (other than cash and bank balances) and insurance assets and liabilities of the Group and of the Company by categories:

Group	Amortised Cost RM'000	FVTPL RM'000	Assets under MFRS 17 RM'000	Total RM'000
Assets				
2025				
Investments	59,159	698,474	-	757,633
Insurance contract assets	-	-	17,288	17,288
Reinsurance contract assets	-	-	199,463	199,463
Other receivables (net of prepayments and assets held under MMIP)	10,840	-	-	10,840
Total assets	69,999	698,474	216,751	985,224
2024				
Investments	135,642	630,775	-	766,417
Insurance contract assets	-	-	20,371	20,371
Reinsurance contract assets	-	-	330,931	330,931
Other receivables (net of prepayments and assets held under MMIP)	9,669	-	-	9,669
Total assets	145,311	630,775	351,302	1,127,388

Notes to the Financial Statements

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34. Financial instruments and insurance assets and liabilities (cont'd.)

The following tables summarise the financial instruments (other than cash and bank balances) and insurance assets and liabilities of the Group and of the Company by categories: (cont'd.)

Group	Other financial liabilities RM'000	Liabilities under MFRS 17 RM'000	Total RM'000
Liabilities			
2025			
Insurance contract liabilities	-	485,344	485,344
Lease liabilities	3,879	-	3,879
Other payables (net of provision for taxation and other provisions)	44,711	-	44,711
Total liabilities	48,590	485,344	533,934
2024			
Insurance contract liabilities	-	669,892	669,892
Reinsurance contract liabilities	-	68	68
Lease liabilities	5,399	-	5,399
Other payables (net of provision for taxation and other provisions)	44,382	-	44,382
Total liabilities	49,781	669,960	719,741

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34. Financial instruments and insurance assets and liabilities (cont'd.)

The following tables summarise the financial instruments (other than cash and bank balances) and insurance assets and liabilities of the Group and of the Company by categories: (cont'd.)

Company	Amortised cost RM'000	FVTPL RM'000	Total RM'000
Assets			
2025			
Investments	-	59,453	59,453
Other receivables (net of prepayments)	14,507	-	14,507
	14,507	59,453	73,960
2024			
Investments	-	44,477	44,477
Other receivables (net of prepayments)	15,233	-	15,233
	15,233	44,477	59,710

Company	Other financial liabilities RM'000
Liabilities	
2025	
Lease liabilities	4,250
Other payables	3,470
	7,720
2024	
Lease liabilities	3,270
Other payables	2,251
	5,521

35. Financial risks

(a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group and the Company are exposed to credit risk primarily from net insurance receivables, reinsurance assets, investment securities, trade receivables and other receivables which are financial assets, and cash and bank balances with licensed financial institutions.

The Group has established counterparty and credit management policies that govern the credit selection and review process, as well as the insurance and reinsurance receivables collection and impairment assessment processes. These processes are regularly reviewed and monitored by the Risk Management Committee of the insurance subsidiary. For reinsurance transactions, the Group will give due consideration to retrocessionaires with rating of A- and above, by either A.M. Best or Standard & Poor's.

The maximum exposure to credit risk is normally represented by the carrying amount of each financial asset in the statements of financial position, although in the case of reinsurance receivables, it is fairly common practice for accounts to be settled on a net basis. In such cases, the maximum exposure to credit risk is expected to be limited to the extent of the amount of financial assets that has not been fully offset by financial liabilities with the same counterparty. The maximum amount recoverable from each reinsurer/retrocessionaire at any time is also dependent on the claims recoverable from such reinsurers/retrocessionaires at that point in time.

Amounts arising from ECL

For insurance receivables, the Group applies the simplified approach in accordance with MFRS 9 *Financial Instruments* and measures the allowance for impairment loss based on a lifetime ECL from initial recognition.

Measurement of ECL - Explanation of inputs, assumptions and estimation techniques

The key inputs into the measurement of ECL are based on the following variables as described in Note 2.3(h):

- probability of default ('PD');
- loss given default ('LGD'); and
- exposure at default ('EAD').

The ECL is determined by projecting PD, LGD and EAD which are multiplied together and adjusted for forward-looking information.

These parameters are derived from internally developed statistical models as developed by the Group based on historical data. They are adjusted to reflect forward-looking information.

Definition of default

The Group considers a financial asset to be in default by assessing the following criteria:

Quantitative criteria

Insurance receivables are considered to be in default when the counterparty fails to make contractual payments within 12 months when they fall due, which is derived based on the Group's historical information.

Qualitative criteria

Default occurs when the counterparty is in bankruptcy or has indications of potentially significant financial difficulty such as lawsuits or similar actions that threaten the financial viability of the counterparty.

The criteria above have been applied to all financial instruments held by the Group and are consistent with the definition of default used for credit risk management purposes. The default definition has been applied consistently to model the PD, LGD and EAD throughout the Group's expected loss calculations.

Notes to the Financial Statements

For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(a) Credit risk (cont'd.)

Incorporation of forward-looking information

The Group incorporates forward-looking information into both its assessment of whether the credit risk of an instrument has increased significantly since its initial recognition and its measurement of ECL. The Group has performed historical analyses and identified key economic variables impacting credit risk and expected credit losses for each portfolio.

These economic variables and their associated impact on the PD, LGD and EAD vary by financial instrument. Forecasts of these economic variables (the "base economic scenario") are obtained from publicly available economic databases and provide the best estimate view of the economy over the next three to five years. The impact of these economic variables on the PD, LGD and EAD has been determined by performing statistical regression analysis to understand the impact that changes in these variables have had historically on default rates and the components of LGD and EAD.

As with any economic forecasts, the projections and likelihoods of occurrence are subject to a high degree of inherent uncertainty and the actual outcomes may be significantly different from those projected. The Group considers these forecasts to represent its best estimates of the possible outcomes and has analysed the non-linearities and asymmetries within the Group's different portfolios to establish that the chosen scenarios are appropriately representative of the range of possible scenarios.

The sensitivity of the ECL to the economic variable assumptions affecting the calculation of ECL was not material to the Group for the years ended 31 December 2025 and 2024.

Set out below is the information about the credit risk exposure on the Group's insurance receivables (included within insurance contract assets/liabilities) using a provision matrix:

	Days past due					Total RM'000
	< 30 days RM'000	31 to 60 days RM'000	61 to 90 days RM'000	91 to 180 days RM'000	More than 180 days RM'000	
31 December 2025						
ECL rate	2%	5%	5%	4%	32%	11%
Gross carrying amount - insurance receivables	33,551	10,613	12,493	35,704	35,192	127,553
Allowance for ECL	572	516	626	1,314	11,379	14,407
31 December 2024						
ECL rate	1%	4%	3%	4%	33%	14%
Gross carrying amount - insurance receivables	26,810	10,402	8,983	36,014	50,286	132,495
Allowance for ECL	352	444	292	1,361	16,640	19,089

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For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(a) Credit risk (cont'd.)

The following table shows the movement in gross insurance receivables (included within insurance contract assets/liabilities) and the loss allowance recognised for not credit and credit impaired receivables:

	Not credit impaired RM'000	Credit impaired RM'000	Total RM'000
Gross carrying amount			
As at 1 January 2024	112,538	83,100	195,638
Increase/(reduction)	4,706	(67,849)	(63,143)
As at 31 December 2024	117,244	15,251	132,495
Increase/(reduction)	1,435	(6,377)	(4,942)
As at 31 December 2025	118,679	8,874	127,553
Allowance for ECL			
As at 1 January 2024	5,483	63,375	68,858
Increase/(reduction)	420	(50,189)	(49,769)
As at 31 December 2024	5,903	13,186	19,089
Increase/(reduction)	315	(4,997)	(4,682)
As at 31 December 2025	6,218	8,189	14,407

Credit exposure

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the maximum amount of each class of financial and reinsurance assets recognised in the statements of financial position as shown in the table below. The reinsurers' share of unearned premiums have been excluded from the analysis as they are not contractual obligations.

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Amortised cost:				
Fixed and call deposits with licensed financial institutions	59,110	135,585	-	-
Loans receivable:				
Staff mortgage loans	49	53	-	-
Other unsecured staff loans	-	4	-	-
FVTPL financial assets:				
Debt securities	5,005	5,031	-	-
Reinsurance contract assets	199,463	330,931	-	-
Other receivables (net of prepayments)	10,840	9,669	14,507	15,233
Cash and bank balances	22,949	31,986	339	957
	297,416	513,259	14,846	16,190

Notes to the Financial Statements
For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(a) Credit risk (cont'd.)

Credit exposure by credit rating

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

Group	AAA RM'000	AA RM'000	A RM'000	BBB and lower RM'000	Not rated RM'000	Total RM'000
2025						
Amortised cost:						
Fixed and call deposits with licensed financial institutions	51,938	7,172	-	-	-	59,110
Loans receivable:						
Staff mortgage loans	-	-	-	-	49	49
FVTPL financial assets:						
Debt securities	5,005	-	-	-	-	5,005
Reinsurance contract assets ^	-	6,427	33,758	-	159,278	199,463
Insurance receivables: ^						
- included within insurance contract assets	-	117	7,766	10,918	17,821	36,622
- included within insurance contract liabilities	-	3,089	2,873	-	78,119	84,081
Other receivables (net of prepayments and assets held under the MMIP)	714	104	-	-	10,022	10,840
Cash and bank balances	22,737	-	89	-	123	22,949
	80,394	16,909	44,486	10,918	265,412	418,119

Notes to the Financial Statements
For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(a) Credit risk (cont'd.)

Credit exposure by credit rating (cont'd.)

The table below provides information regarding the credit risk exposures of the Group and the Company by classifying financial and reinsurance assets subject to credit risk according to the credit ratings of counterparties. (cont'd.)

Group	AAA RM'000	AA RM'000	A RM'000	BBB and lower RM'000	Not rated RM'000	Total RM'000
2024						
Amortised cost:						
Fixed and call deposits with licensed financial institutions	66,786	66,990	-	-	1,809	135,585
Loans receivable:						
Staff mortgage loans	-	-	-	-	53	53
Other unsecured staff loans	-	-	-	-	4	4
FVTPL financial assets:						
Debt securities	5,031	-	-	-	-	5,031
Reinsurance contract assets ^	-	12,656	73,997	-	244,278	330,931
Insurance receivables: ^						
- included within insurance contract assets	-	46	9,972	8,057	23,305	41,380
- included within insurance contract liabilities	-	503	709	-	74,945	76,157
Other receivables (net of prepayments and assets held under the MMIP)	527	537	-	-	8,605	9,669
Cash and bank balances	31,755	7	90	-	134	31,986
	104,099	80,739	84,768	8,057	353,133	630,796

^ Reinsurance contract assets and insurance receivables from brokers/insurers/reinsurers licensed under the Financial Services Act 2013 and Labuan Financial Services Act 2010 are classified under the "Not rated" category.

Notes to the Financial Statements

For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(a) Credit risk (cont'd.)

Credit exposure by credit rating (cont'd.)

The table below provides information regarding the credit risk exposures of the Group and the Company by classifying financial and reinsurance assets subject to credit risk according to the Group's credit ratings of counterparties. (cont'd.)

Company	AAA RM'000	Not rated RM'000	Total RM'000
2025			
Other receivables (net of prepayments)	-	14,507	14,507
Cash and bank balances	339	-	339
	339	14,507	14,846
2024			
Other receivables (net of prepayments)	-	15,233	15,233
Cash and bank balances	957	-	957
	957	15,233	16,190

(b) Liquidity risk

Liquidity risk is the risk that the Group and the Company is unable to meet its obligations in a timely manner at a reasonable cost at any time. The Group maintains a large tranche of liquid asset instruments, primarily bank deposits and unit trust funds, to ensure high liquidity.

35. Financial risks (cont'd.)

(b) Liquidity risk (cont'd)

Maturity profiles

The following table summarises the maturity profile of financial assets and financial liabilities of the Group and the Company based on remaining undiscounted contractual cash flows, including interest receivable:

For insurance contract assets/liabilities and reinsurance contract assets/liabilities, maturity profiles are determined based on the estimated timing of net cash outflows from the recognised insurance liabilities. Unearned premiums and the reinsurers' share of unearned premiums have been excluded from the analysis as they are not contractual obligations.

Group	Carrying value RM'000	Less than 1 year RM'000	Over 1-5 years RM'000	Over 5 years RM'000	No maturity date RM'000	Total RM'000
2025						
Amortised cost:						
Fixed and call deposits with licensed financial institutions	59,110	59,110	-	-	-	59,110
Loans receivable:						
Staff mortgage loans	49	-	-	49	-	49
FVTPL:						
Unit trust funds	693,469	-	-	-	693,469	693,469
Debt securities	5,005	5,005	-	-	-	5,005
Insurance contract assets	17,288	17,288	-	-	-	17,288
Reinsurance contract assets	199,463	115,695	83,836	(68)	-	199,463
Other receivables (net of prepayments and assets held under the MMIP)	10,840	10,840	-	-	-	10,840
Cash and bank balances	22,949	22,949	-	-	-	22,949
	1,008,173	230,887	83,836	(19)	693,469	1,008,173
Insurance contract liabilities	485,344	270,312	210,117	4,915	-	485,344
Lease liabilities	3,879	2,254	3,070	587	-	5,911
Other payables (net of provision for taxation and other provisions)	44,711	44,711	-	-	-	44,711
Total financial liabilities	533,934	317,277	213,187	5,502	-	535,966
Liquidity surplus/(deficit)	474,239	(86,390)	(129,351)	(5,521)	693,469	472,207

Notes to the Financial Statements

For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(b) Liquidity risk (cont'd.)

Maturity profiles (cont'd.)

Group	Carrying value RM'000	Less than 1 year RM'000	Over 1-5 years RM'000	Over 5 years RM'000	No maturity date RM'000	Total RM'000
2024						
Amortised cost:						
Fixed and call deposits with licensed financial institutions	135,585	135,585	-	-	-	135,585
Loans receivable:						
Staff mortgage loans	53	-	-	53	-	53
Other unsecured staff loans	4	4	-	-	-	4
FVTPL:						
Unit trust funds	625,744	-	-	-	625,744	625,744
Debt securities	5,031	5,031	-	-	-	5,031
Insurance contract assets	20,371	20,371	-	-	-	20,371
Reinsurance contract assets	330,931	248,965	81,417	549	-	330,931
Other receivables (net of prepayments and assets held under the MMIP)	9,669	9,669	-	-	-	9,669
Cash and bank balances	31,986	31,986	-	-	-	31,986
	1,159,374	451,611	81,417	602	625,744	1,159,374
Insurance contract liabilities	669,892	363,896	298,320	7,676	-	669,892
Reinsurance contract liabilities	68	68	-	-	-	68
Lease liabilities	5,399	607	3,595	239	-	4,441
Other payables (net of provision for taxation and other provisions)	44,382	44,382	-	-	-	44,382
Total financial liabilities	719,741	408,953	301,915	7,915	-	718,783
Liquidity surplus/(deficit)	439,633	42,658	(220,498)	(7,313)	625,744	440,591

Notes to the Financial Statements

For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(b) Liquidity risk (cont'd.)

Maturity profiles (cont'd.)

Company	Carrying value RM'000	Less than 1 year RM'000	Over 1-5 years RM'000	Over 5 years RM'000	No maturity date RM'000	Total RM'000
2025						
FVTPL:						
Unit trust funds	59,453	-	-	-	59,453	59,453
Other receivables (net of prepayments)	14,507	14,507	-	-	-	14,507
Cash and bank balances	339	339	-	-	-	339
	74,299	14,846	-	-	59,453	74,299
Lease liabilities	4,250	1,579	1,842	-	-	3,421
Other payables (net of provision for taxation)	3,470	3,470	-	-	-	3,470
Total financial liabilities	7,720	5,049	1,842	-	-	6,891
Liquidity surplus/(deficit)	66,579	9,797	(1,842)	-	59,453	67,408
2024						
FVTPL:						
Unit trust funds	44,477	-	-	-	44,477	44,477
Other receivables (net of prepayments)	15,233	15,233	-	-	-	15,233
Cash and bank balances	957	957	-	-	-	957
	60,667	16,190	-	-	44,477	60,667
Lease liabilities	3,270	1,579	1,842	-	-	3,421
Other payables (net of provision for taxation)	2,251	2,251	-	-	-	2,251
Total financial liabilities	5,521	3,830	1,842	-	-	5,672
Liquidity surplus/(deficit)	55,146	12,360	(1,842)	-	44,477	54,995

Notes to the Financial Statements

For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(c) Market risk

Market risk arises with changes in prices of unit trust funds and bond prices. This risk is mitigated through regular review on the performance of unit trust funds, proper initial and continuous credit evaluation of bonds, purchase of high grade shares and bonds, and constant watch on the investment portfolio for adverse changes and opportunities.

Fund managers' performance are monitored constantly and parameters are prescribed to fund managers according to the Group's risk appetite on investments in unit trust funds, collective investment schemes and bonds, by placing limits on categories of purchase.

Price risk

Management's best estimate of the effect on the net profit for the year and equity due to a reasonably possible change in the Net Asset Value ("NAV") with all other variables held constant is indicated in the table below:

	Change in NAV %	Group Increase/(decrease)		Company Increase/(decrease)	
		* Effect on net profit for the year RM'000	* Effect on equity RM'000	* Effect on net profit for the year RM'000	* Effect on equity RM'000
2025					
Market indices:					
NAV	+10	55,397	55,397	4,518	4,518
NAV	-10	(55,397)	(55,397)	(4,518)	(4,518)
2024					
Market indices:					
NAV	+10	50,432	50,432	3,380	3,380
NAV	-10	(50,432)	(50,432)	(3,380)	(3,380)

* Impact is net of tax rates enacted at reporting date.

Notes to the Financial Statements

For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(c) Market risk (cont'd.)

Interest rate risk

The Group's exposure to interest rate risk arises primarily from investments in interest-bearing investments classified as FVTPL. The interest and capital value may be affected by changes in the interest yield curve. The Group has an investment policy that investments are made at competitive interest rates.

The analysis below is performed for reasonably possible movements in key variables with all other variables held constant, showing the impact on profit or loss and impact on equity. The correlation of variables will have a significant effect in determining the ultimate impact on interest rate yield risk but to demonstrate the impact due to changes in variables, variables had to be changed on an individual basis. It should be noted that movements in these variables are non-linear. During the current financial year, the method used for deriving sensitivity information did not change from the previous period.

Sensitivity analysis:

	Changes in basis points	Group (Decrease)/Increase	
		* Effect on net profit for the year RM'000	* Effect on equity RM'000
2025			
Interest-bearing investments:			
FVTPL	+ 200 bps	(3)	(3)
FVTPL	- 200 bps	3	3
2024			
Interest-bearing investments:			
FVTPL	+ 200 bps	(3)	(3)
FVTPL	- 200 bps	3	3

* Impact is net of tax of 24% (2024: 24%)



Notes to the Financial Statements

For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(c) Market risk (cont'd.)

Foreign currency risk

The Group and the Company are exposed to foreign currency risk on transactions and balances that are denominated in currencies other than Ringgit Malaysia. Foreign currency risk is monitored closely on an ongoing basis to ensure that the net exposure is at an acceptable level.

The Group's and the Company's exposure to foreign currencies are as follows:

	Group	
	2025 RM'000	2024 RM'000
Insurance contract assets:		
Thai Baht	8,404	5,182
United States Dollar	13,512	13,665
Philippines Peso	4,071	4,765
Indonesian Rupiah	2,531	1,723
Singapore Dollar	(224)	(165)
China Yuen Renminbi	554	586
Indian Rupee	181	300
Japanese Yen	(4)	63
Hong Kong Dollar	(132)	(110)
Vietnam Dong	2,112	10,314
Other currencies	141	169
	31,146	36,492
Cash and bank balances:		
United States Dollar	3,469	4,548
Thai Baht	19	19
Indonesian Rupiah	58	68
	3,546	4,635
Investments:		
United States Dollar	3,513	3,928
Other payables:		
United States Dollar	(12,998)	(13,195)

Notes to the Financial Statements

For the financial year ended 31 December 2025

35. Financial risks (cont'd.)

(c) Market risk (cont'd.)

Foreign currency risk (cont'd.)

The Group's and the Company's exposure to foreign currencies are as follows: (cont'd.)

	Company	
	2025 RM'000	2024 RM'000
Cash and bank balances:		
United States Dollar	143	723
Indonesian Rupiah	19	23
	162	746

Sensitivity analysis:

A 5% strengthening/weakening of the Ringgit Malaysia against the foreign currencies as at the end of 31 December 2025 would have decreased/increased net profit of the Group and the Company by approximately RM1,258,000 and RM8,000 respectively (2024: RM1,593,000 and RM37,000 respectively). This assumes that all other variables remain constant.

(d) Operational risk

A good internal control framework, compliance to regulatory guidelines and observance of best practices enable the Group and the Company to mitigate operational risks. Internal audit plan and risk-based audits coupled with periodic reviews on compliance to policies and procedures provide assurance that the Group and the Company have the best processes in a controlled environment.

36. Fair value measurement

MFRS 7 *Financial Instruments: Disclosures* ("MFRS 7") requires the classification of financial instruments measured at fair value according to a hierarchy that reflects the significance of inputs used in making the measurements, in particular, whether the inputs used are observable or unobservable. MFRS 13 *Fair Value Measurement* requires similar disclosure requirements as MFRS 7 but extends to include all assets and liabilities measured at fair value and/or for which fair values are disclosed.

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation techniques:

Level 1:	Quoted (unadjusted) prices in active markets for identical assets or liabilities
Level 2:	Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly
Level 3:	Techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data

Notes to the Financial Statements

For the financial year ended 31 December 2025

36. Fair value measurement (cont'd.)

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines 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 end of each reporting period.

The following table provides an analysis of assets measured and/or disclosed at fair value on a recurring basis in accordance with the fair value hierarchy:

		Valuation technique using			
		Quoted market price (Level 1)	Observable inputs (Level 2)	Un-observable inputs (Level 3)	Total
		RM'000	RM'000	RM'000	RM'000
Date of valuation					
Group					
Assets measured at fair value:					
2025					
Financial assets at FVTPL:					
Unquoted debt securities in Malaysia	31 December 2025	-	5,005	-	5,005
Quoted unit trust funds in Malaysia	31 December 2025	693,469	-	-	693,469
		693,469	5,005	-	698,474
2024					
Financial assets at FVTPL:					
Unquoted debt securities in Malaysia	31 December 2024	-	5,031	-	5,031
Quoted unit trust funds in Malaysia	31 December 2024	625,744	-	-	625,744
		625,744	5,031	-	630,775

Notes to the Financial Statements

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36. Fair value measurement (cont'd.)

The following table provides an analysis of assets measured and/or disclosed at fair value on a recurring basis in accordance with the fair value hierarchy: (cont'd.)

		Valuation technique using			
		Quoted market price (Level 1)	Observable inputs (Level 2)	Un-observable inputs (Level 3)	Total
		RM'000	RM'000	RM'000	RM'000
Date of valuation					
Company					
Assets measured at fair value:					
2025					
Financial assets at FVTPL:					
Quoted unit trust funds in Malaysia	31 December 2025	59,453	-	-	59,453
2024					
Financial assets at FVTPL:					
Quoted unit trust funds in Malaysia	31 December 2024	44,477	-	-	44,477

There were no transfers between Level 1 and Level 2 of the fair value hierarchy during the current and previous financial years. There were also no transfers in and out of Level 3 of the fair value hierarchy. The only movement involving financial assets classified at Level 3 of the fair value hierarchy relates to the unquoted equity securities in the previous financial year which is disclosed in Note 9(b).

Determination of fair value and fair value hierarchy

The fair values of the Group's and the Company's assets which are carried at fair value or for which fair value is disclosed, are determined as follows:

- (i) The fair values of unquoted corporate bonds are determined by reference to Bond Pricing Agency Malaysia.
- (ii) The fair value of investment in unit trust funds is determined by reference to published net asset values.

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37. Segmental information

The Group is organised into five major business segments, investment holding and others, funds managed through collective investment schemes, general reinsurance, general insurance business and life insurance business. The directors are of the opinion that all inter-segment transactions have been entered into in the normal course of business based on negotiated and mutual terms.

	Investment holding and others RM'000	Collective investment schemes RM'000	General reinsurance business RM'000	General insurance business RM'000	Life insurance business RM'000	Adjustments and eliminations RM'000	Consolidated RM'000
For the year ended 31 December 2025							
Insurance revenue	-	-	88,659	280,801	139	(12,114)	357,485
Insurance service expenses	-	-	(71,402)	(139,976)	(254)	7,870	(203,762)
Insurance service result before reinsurance contracts held	-	-	17,257	140,825	(115)	(4,244)	153,723
Allocation of reinsurance premiums	-	-	(614)	(59,218)	-	12,112	(47,720)
Amounts recoverable from reinsurers for incurred claims	-	-	-	(59,921)	-	(5,643)	(65,564)
Net (expense)/income from reinsurance contracts held	-	-	(614)	(119,139)	-	6,469	(113,284)
Insurance service result	-	-	16,643	21,686	(115)	2,225	40,439
Investment income	31,178	-	4,374	21,286	1	(30,000)	26,839
Realised gains and losses	368	-	1,627	2,761	21	-	4,777
Fair value gains or losses	454	-	159	1,068	(4)	-	1,677
Total investment income	32,000	-	6,160	25,115	18	(30,000)	33,293

37. Segmental information (cont'd.)

	Investment holding and others RM'000	Collective investment schemes RM'000	General reinsurance business RM'000	General insurance business RM'000	Life insurance business RM'000	Adjustments and eliminations RM'000	Consolidated RM'000
For the year ended 31 December 2025 (cont'd.)							
Insurance finance income/(expenses) for insurance contracts issued	-	-	627	(15,566)	(3)	-	(14,942)
Reinsurance finance income for reinsurance contracts held	-	-	14	8,474	-	-	8,488
Net insurance financial result	-	-	641	(7,092)	(3)	-	(6,454)
Other operating income	16,015	-	5,998	3,574	1	(19,433)	6,155
Other operating expenses	(37,253)	-	(4,951)	(3,156)	-	16,999	(28,361)
Other finance costs	(191)	-	(24)	-	-	96	(119)
Total other income and expenses	(21,429)	-	1,023	418	1	(2,338)	(22,325)
Share of results of an associate	-	-	-	-	-	(2,139)	(2,139)
Share of results of a joint venture company	-	-	-	-	-	110	110
Profit/(loss) before taxation	10,571	-	24,467	40,127	(99)	(32,142)	42,924
Taxation	-	-	(734)	(10,869)	-	-	(11,603)
Net profit/(loss) for the year	10,571	-	23,733	29,258	(99)	(32,142)	31,321

Notes to the Financial Statements
For the financial year ended 31 December 2025

37. Segmental information (cont'd.)

	Investment holding and others RM'000	Collective investment schemes RM'000	General reinsurance business RM'000	General insurance business RM'000	Life insurance business RM'000	Adjustments and eliminations RM'000	Consolidated RM'000
For the year ended 31 December 2024							
Insurance revenue	-	-	78,896	320,224	317	(10,243)	389,194
Insurance service expenses	-	-	(61,275)	(300,465)	(3,355)	617	(364,478)
Insurance service result before reinsurance contracts held	-	-	17,621	19,759	(3,038)	(9,626)	24,716
Allocation of reinsurance premiums	-	-	(515)	(64,233)	-	10,462	(54,286)
Amounts recoverable from reinsurers for incurred claims	-	-	-	43,107	-	(3,801)	39,306
Net (expense)/income from reinsurance contracts held	-	-	(515)	(21,126)	-	6,661	(14,980)
Insurance service result	-	-	17,106	(1,367)	(3,038)	(2,965)	9,736
Investment income	24,452	(5)	3,588	16,861	5	(23,337)	21,564
Realised gains and losses	316	-	914	15,739	76	-	17,045
Fair value gains or losses	68	21	854	(9,443)	(52)	(8)	(8,560)
Total investment income	24,836	16	5,356	23,157	29	(23,345)	30,049

37. Segmental information (cont'd.)

	Investment holding and others RM'000	Collective investment schemes RM'000	General reinsurance business RM'000	General insurance business RM'000	Life insurance business RM'000	Adjustments and eliminations RM'000	Consolidated RM'000
For the year ended 31 December 2024 (cont'd)							
Insurance finance expenses for insurance contracts issued	-	-	(181)	(14,507)	(1)	-	(14,689)
Reinsurance finance income for reinsurance contracts held	-	-	151	7,825	-	-	7,976
Net insurance financial result	-	-	(30)	(6,682)	(1)	-	(6,713)
Other operating income	14,892	-	1,973	2,611	1	(16,356)	3,121
Other operating expenses	(56,331)	(26)	(2,880)	(5,799)	(1,882)	39,724	(27,194)
Other finance costs	(182)	-	(6)	-	-	8	(180)
Total other income and expenses	(41,621)	(26)	(913)	(3,188)	(1,881)	23,376	(24,253)
Share of results of an associate	-	-	-	-	-	(6,743)	(6,743)
Share of results of a joint venture company	-	-	-	-	-	106	106
(Loss)/Profit before taxation	(16,785)	(10)	21,519	11,920	(4,891)	(9,571)	2,182
Taxation	4	-	(640)	1,159	36	-	559
Net (loss)/profit for the year	(16,781)	(10)	20,879	13,079	(4,855)	(9,571)	2,741

Notes to the Financial Statements
For the financial year ended 31 December 2025

37. Segmental information (cont'd.)

	Investment holding and others RM'000	Collective investment schemes RM'000	General reinsurance business RM'000	General insurance business RM'000	Life insurance business RM'000	Adjustments and eliminations RM'000	Consolidated RM'000
As at 31 December 2025							
Assets							
Property and equipment	493	-	53	8,953	-	-	9,499
Intangible assets	1,606	-	191	48,006	-	(194)	49,609
Right-of-use assets	4,930	-	938	1,952	-	(4,102)	3,718
Investments in subsidiaries	179,128	-	-	-	-	(179,128)	-
Investment in an associate	40,955	-	-	-	-	(15,379)	25,576
Investment in a joint venture company	433	-	-	-	-	1,038	1,471
Goodwill	-	-	-	-	-	24,165	24,165
Investments	59,453	-	128,930	569,483	449	(682)	757,633
Insurance contract assets	-	-	24,011	-	-	(6,723)	17,288
Reinsurance contract assets	-	-	744	191,776	-	6,943	199,463
Other receivables	18,178	-	2,839	41,158	-	(12,657)	49,518
Tax recoverable	227	-	-	-	17	-	244
Cash and bank balances	1,028	-	3,536	18,343	42	-	22,949
Total assets	306,431	-	161,242	879,671	508	(186,719)	1,161,133

37. Segmental information (cont'd.)

	Investment holding and others RM'000	Collective investment schemes RM'000	General reinsurance business RM'000	General insurance business RM'000	Life insurance business RM'000	Adjustments and eliminations RM'000	Consolidated RM'000
As at 31 December 2025 (cont'd.)							
Equity							
Share capital	259,485	-	10,000	103,348	20,001	(143,452)	249,382
LTIP - ESOS reserve	1,067	-	-	-	-	-	1,067
Foreign currency translation reserve	-	-	-	-	-	6,119	6,119
Other comprehensive income reserve	-	-	402	-	-	319	721
Other reserve	-	-	-	-	-	756	756
Retained earnings	23,036	-	130,781	251,840	(19,761)	(92,252)	293,644
Equity attributable to owners of the parent	283,588	-	141,183	355,188	240	(228,510)	551,689
Non-controlling interests	-	-	-	-	-	58,741	58,741
Total equity	283,588	-	141,183	355,188	240	(169,769)	610,430
Liabilities							
Deferred tax liabilities	-	-	-	6,014	-	-	6,014
Insurance contract liabilities	-	-	1,049	484,091	204	-	485,344
Lease liabilities	4,994	-	950	2,077	-	(4,142)	3,879
Other payables	17,849	-	18,060	32,301	64	(12,808)	55,466
Total liabilities	22,843	-	20,059	524,483	268	(16,950)	550,703
Total equity and liabilities	306,431	-	161,242	879,671	508	(186,719)	1,161,133

Notes to the Financial Statements
For the financial year ended 31 December 2025

Notes to the Financial Statements
For the financial year ended 31 December 2025

37. Segmental information (cont'd.)

	Investment holding and others RM'000	Collective investment schemes RM'000	General reinsurance business RM'000	General insurance business RM'000	Life insurance business RM'000	Adjustments and eliminations RM'000	Consolidated RM'000
As at 31 December 2024							
Assets							
Property and equipment	2,331	-	40	1,871	-	-	4,242
Intangible assets	1,944	-	391	39,879	-	(173)	42,041
Right-of-use assets	3,210	-	57	1,978	-	(142)	5,103
Investments in subsidiaries	179,128	-	-	-	-	(179,128)	-
Investment in an associate	40,955	-	-	-	-	(13,996)	26,959
Investment in a joint venture company	433	-	-	-	-	1,077	1,510
Goodwill	-	-	-	-	-	24,165	24,165
Investments	45,403	-	136,908	583,405	701	-	766,417
Deferred tax assets	-	-	-	218	-	-	218
Insurance contract assets	-	-	20,158	-	-	213	20,371
Reinsurance contract assets	-	-	708	330,216	-	7	330,931
Other receivables	18,420	-	3,860	39,996	-	(15,089)	47,187
Tax recoverable	239	-	-	12,240	14	-	12,493
Cash and bank balances	1,209	-	4,328	26,293	156	-	31,986
Total assets	293,272	-	166,450	1,036,096	871	(183,066)	1,313,623

37. Segmental information (cont'd.)

As at 31 December 2024 (cont'd.)							
Equity	Investment holding and others RM'000	Collective investment schemes RM'000	General reinsurance business RM'000	General insurance business RM'000	Life insurance business RM'000	Adjustments and eliminations RM'000	Consolidated RM'000
Share capital	259,485	-	10,000	103,348	20,001	(143,452)	249,382
LTIP - ESOS reserve	913	-	-	-	-	-	913
Foreign currency translation reserve	-	-	-	-	-	6,204	6,204
Other comprehensive income reserve	-	-	-	-	-	190	190
Other reserve	-	-	-	-	-	595	595
Retained earnings	12,465	-	137,048	222,582	(19,666)	(85,640)	266,789
Equity attributable to owners of the parent	272,863	-	147,048	325,930	335	(222,103)	524,073
Non-controlling interests	-	-	-	-	-	54,555	54,555
Total equity	272,863	-	147,048	325,930	335	(167,548)	578,628
Liabilities							
Insurance contract liabilities	-	-	85	669,556	251	-	669,892
Reinsurance contract liabilities	-	-	68	-	-	-	68
Lease liabilities	3,338	-	58	2,146	-	(143)	5,399
Other payables	17,071	-	19,191	38,464	285	(15,375)	59,636
Total liabilities	20,409	-	19,402	710,166	536	(15,518)	734,995
Total equity and liabilities	293,272	-	166,450	1,036,096	871	(183,066)	1,313,623

Notes to the Financial Statements
For the financial year ended 31 December 2025

Notes to the Financial Statements

For the financial year ended 31 December 2025

38. Capital management

The Group's capital management objective is to ensure that the Group creates value for its shareholders while minimising the potential adverse effects on the performance of the Group.

The Group manages its capital structure, and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years 31 December 2025 and 2024.

The Company is not subject to any externally imposed capital requirements.

Both TPR and TIMB is required to meet the minimum capital adequacy requirements as prescribed by the RBC Framework imposed by Labuan Financial Services Authority Act 1996 and Bank Negara Malaysia respectively. The status of compliance of these subsidiaries with the RBC Framework above are disclosed in Note 31.

39. Significant events

Update to the Malaysian Competition Commission ("MyCC")'s Proposed Decision against PIAM and its 22 members

TIMB was among 22 PIAM member insurers investigated by the Malaysian Competition Commission ("MyCC") for an alleged infringement of Section 4 of the Competition Act 2010 relating to agreed parts trade discounts and labour rates under the PIAM Approved Repairers Scheme.

In September 2020, MyCC imposed a financial penalty of RM2.57 million on TIMB and issued a cease and desist order ("MyCC's Decision").

TIMB appealed to the Competition Appeal Tribunal ("CAT"), which:

- granted a stay of both the penalty and the cease and desist order (March 2021); and
- allowed TIMB's appeal (September 2022), setting aside MyCC's Decision.

MyCC's subsequent application for leave to commence judicial review was dismissed by the High Court on 16 January 2024, with costs awarded to TIMB and the other insurers.

MyCC has appealed to the Court of Appeal. The hearing is fixed for 30 April 2026 (case management on 16 April 2026).

Current position:

- CAT decision remains in TIMB's favour;
- No financial provision has been made; and
- No operational impact (cease and desist order remains stayed).

Analysis of Shareholdings

As at 08 April 2026

SHARE CAPITAL

Number of issued shares	: 753,641,000 ordinary shares
Issued share capital	: RM249,152,611.50
Class of shares	: Ordinary shares
Voting rights	: One vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

Size of Holdings	No. of Holders	%	Total Holdings	%
Less than 100	136	1.677	1,761	0.000
100 – 1,000	939	11.576	601,641	0.080
1,001 – 10,000	3,681	45.377	20,751,385	2.753
10,001 – 100,000	2,728	33.629	98,275,603	13.040
100,001 to less than 5% of issued shares	624	7.692	342,233,553	45.411
5% and above of issued shares	4	0.049	291,777,057	38.716
Total	8,112	100.000	753,641,000	100.000

DIRECTORS' INTERESTS

The interests of the Directors of Tune Protect Group Berhad ("the Company") in the ordinary shares and options over ordinary shares of the Company and its related corporation based on the Company's Register of Directors' Shareholdings are as follows:

No.	Name of Directors	Direct		Deemed		No. of Unexercised LTIP Options of the Company
		No. of Ordinary Shares Held in the Company	%	No. of Ordinary Shares Held in the Company	%	
1.	Dato' Mohamed Khadar bin Merican	-	-	-	-	-
2.	Aireen Omar	600,000	0.08	-	-	-
3.	Ariff bin Rozhan	-	-	-	-	-
4.	Mohamed Rashdi bin Mohamed Ghazalli	-	-	-	-	-
5.	Jayakumar A/L Somasundram	-	-	-	-	-
6.	Gan Mei Mei	-	-	-	-	-
Group CEO						
1.	How Kim Lian	400,000	0.05	-	-	2,038,538

Analysis of Shareholdings

As at 08 April 2026

SUBSTANTIAL SHAREHOLDERS

No.	Name of Directors	Direct		Deemed	
		No. of Ordinary Shares Held	%	No. of Ordinary Shares Held	%
1	Tune Group Sdn Bhd				
	Registered With:				
	Alliancegroup Nominees (Tempatan) Sdn Bhd	47,480,000		118,563,150	15.732
	Alliancegroup Nominees (Tempatan) Sdn Bhd	74,216			
	RHB Capital Nominees (Tempatan) Sdn Bhd	71,008,934			
2	Move Digital Sdn Bhd			102,609,000	13.615
3	CIMB SI II Sdn Bhd			70,679,123	9.378

Notes:

(i) Deemed interested by virtue of his interest in Move Digital Sdn. Bhd. (102,609,000 shares) and Tune Group Sdn. Bhd. (118,563,150 shares) pursuant to Section 8 of the Companies Act, 2016.

(ii) Deemed interested by virtue of the shareholder's interest in CIMB SI II Sdn. Bhd. pursuant to Section 8 of the Companies Act, 2016.

THIRTY LARGEST ORDINARY SHAREHOLDERS OF THE COMPANY

No.	Registered Holders	No. of Ordinary Shares	%
1	MOVE DIGITAL SDN BHD	102,609,000	13.615
2	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD RHB ISLAMIC BANK BERHAD PLEDGED SECURITIES ACCOUNT FOR TUNE GROUP SDN BHD	71,008,934	9.422
3	CIMB SI II SDN BHD	70,679,123	9.378
4	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TUNE GROUP SDN BHD (7006233)	47,480,000	6.300
5	MAYBANK NOMINEES (TEMPATAN) SDN BHD NATIONAL TRUST FUND (IFM KAF) (446190)	25,356,100	3.364
6	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR OOI KENG THYE	17,037,800	2.261
7	UNIVERSAL TRUSTEE (MALAYSIA) BERHAD KAF CORE INCOME FUND	14,017,800	1.860
8	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (PHEIM)	12,816,500	1.701
9	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR OOI KENG THYE	8,539,000	1.133
10	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHENG CHEW GIAP	7,919,700	1.051

Analysis of Shareholdings

As at 08 April 2026

THIRTY LARGEST ORDINARY SHAREHOLDERS OF THE COMPANY (CONT'D.)

No.	Registered Holders	No. of Ordinary Shares	%
11	UNIVERSAL TRUSTEE (MALAYSIA) BERHAD KAF TACTICAL FUND	7,820,200	1.038
12	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEE CHEE CHIANG (8073610)	7,497,700	0.995
13	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TOH HOOI HAK	6,669,700	0.885
14	KENANGA NOMINEES (TEMPATAN) SDN BHD TANJUNG PANORAMA SDN. BHD.	5,544,100	0.736
15	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR BANK OF SINGAPORE LIMITED (FOREIGN)	5,000,000	0.663
16	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHENG CHEW GIAP	4,582,100	0.608
17	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR SU TIING UH	3,970,400	0.527
18	OOI KENG THYE	3,909,400	0.519
19	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR OOI KENG THYE	3,682,100	0.489
20	ZAKARIA BIN MERANUN	3,473,900	0.461
21	KENANGA NOMINEES (TEMPATAN) SDN BHD LIM KOK KHONG (AA0039387)	2,650,000	0.352
22	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LOO KEE SENG	2,623,900	0.348
23	LIM KOK SEONG	2,500,000	0.332
24	CHAI HOOI TEING	2,440,000	0.324
25	TEE KOK CHUAN	2,428,300	0.322
26	CARTABAN NOMINEES (TEMPATAN) SDN BHD RHB TRUSTEES BERHAD FOR KAF VISION FUND	2,290,400	0.304
27	ONG LEONG HUAT	2,004,400	0.266
28	LIBRA CAPITAL SDN BHD	2,000,000	0.265
29	TEN SOON LEE	1,956,600	0.260
30	KAF TRUSTEE BERHAD KIFB FOR LAGMUIR HOLDINGS LTD	1,756,200	0.233

List of Branches & Overseas Ventures

List of Branches & Overseas Ventures

Customer Service Centre

ADDRESS:
Level 8, Wisma Capital A,
No. 19, Lorong Dungun,
Damansara Heights,
50490 Kuala Lumpur,
Wilayah Persekutuan, Malaysia

PHONE:
Customer Service Hotline
1 800 88 5753 (Toll-Free for
Malaysian Callers)
+603 4065 4244
(For International Callers)

Monday – Thursday
9:00AM – 5:00PM (GMT+8)
Friday
9:00AM – 4:30PM (GMT+8)

24/7 Emergency Assistance
1800 22 8863
(Auto Emergency Assist)

+603 2303 0022
(Travel Emergency Assistance)

EMAIL:

- hello.my@tuneprotect.com
- enquiry@tuneprotect.com
(for AirAsia Travel Protection
related enquiries only)



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TUNE PROTECT MALAYSIA'S BRANCHES (as of 27 April 2026)

- 1

Kuala Lumpur, Malaysia (Head Office)
Level 9, Wisma Capital A,
No. 19, Lorong Dungun,
Damansara Heights,
50490 Kuala Lumpur,
Wilayah Persekutuan
Toll-Free No.: 1800 88 5753
Phone : +603 2087 9000
Email:
hello.my@tuneprotect.com
Website :
www.tuneprotect.com/my
- 2

Bukit Jalil
B-07-02, Pusat Perdagangan
Bandar Bukit Jalil, Persiaran
Jalil 7, 57000 Kuala Lumpur.
Phone : +603 8062 0261
+603 8082 1207
- 3

Penang
No. 29-G, 29-1 & 29-2,
Persiaran Bayan Indah,
Bayan Bay,
11900 Bayan Lepas,
Penang
Phone : +604 643 0288
+604 641 2388
- 4

Alor Setar
No. 216-A, Ground Floor,
Jalan PSK 6, Off Jalan
Simpang Kuala,
Pekan Simpang Kuala,
05400 Alor Setar,
Kedah Darul Aman
Phone : +604 771 1988
+604 771 9089
- 5

Ipoh
Ground & 1st Floor,
No. 52, Jalan Medan Istana,
Bandar Ipoh Raya,
30000 Ipoh,
Perak Darul Ridzuan
Phone : +605 254 3305
+605 254 1239
- 6

Melaka
No. 529 & 530, Ground Floor,
Taman Melaka Raya,
75000 Melaka,
Melaka
Phone : +606 284 2828
+606 283 3109
+606 281 2753



- 7

Johor Bahru
Unit 22-02 Level 22,
Menara Zurich,
15 Jalan Dato Abdullah Tahir,
80300, Johor Bahru,
Johor Darul Takzim
Phone : +607 333 1518
+607 330 5603
- 8

Batu Pahat
No. 55A, 1st Floor,
Jalan Cengal,
Taman Batu Pahat,
83000 Batu Pahat,
Johor Darul Takzim
Phone : +607 431 3591
+607 431 3752
- 9

Kluang
No. 53, 1st & 2nd Floor,
Jalan Rambutan,
86000 Kluang,
Johor Darul Takzim
Phone : +607 776 5468
- 10

Kuantan
A109, Ground Floor,
Sri Dagangan,
Jalan Tun Ismail,
25000 Kuantan,
Pahang Darul Makmur
Phone : +609 513 1914
+609 514 5259
- 11

Kota Bahru
PT 389, Ground Floor,
Rumah Kedai Lembah Sireh,
15050 Kota Bharu,
Kelantan Darul Naim
Phone : +609 748 3986
+609 748 4895

- 12

Kuala Terengganu
No. 888C, Lot 3886, Tingkat 1,
Jalan Sultan Sulaiman,
20000 Kuala Terengganu,
Terengganu Darul Iman
Phone : +609 622 9828
+609 622 4828
- 13

Kuching
Lot 579, Ground Floor & 1st
Floor,
Section 10, Kuching Town
Land District,
Jalan Tun Ahmad Zaidi
Aduce,
93400 Kuching,
Sarawak
Phone : +6082 241 266
+6082 417 343
Fax : +6082 256 045
- 14

Miri
Lot 788, 1st Floor,
Jalan Bintang Jaya 4,
Bintang Jaya Commercial
Centre,
98000 Miri,
Sarawak
Phone : +6085 424 243
+6085 422 344
Fax : +085 438 904
- 15

Kota Kinabalu
Lot D-3A-01, Parcel No: D-01,
Aeropod Commercial Square,
Jalan Aeropod, Off Jalan
Kepayan,
88200 Kota Kinabalu,
Sabah
Phone : +6088 221 116
+6088 221 117
- 16

Tawau
1st Floor, Lot A7,
Pusat Komersil BDC (1Arena),
Jalan Chong Thien Yun,
91000 Tawau,
Sabah
Phone : +6089 763 177
+6089 763 178
Fax : +6089 763 179
- 17

Sandakan
Ground Floor, Lot 3, Block 7,
Bandar Indah, Mile 4,
Jalan Utara,
90000 Sandakan,
Sabah
Phone : +6089 224 770
+6089 224 780



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Overseas Ventures

- THAILAND**

Tune Protect Thailand
(Tune Insurance Public Company
Limited)

Address:
3199 Maleenont Tower,
14th Floor Rama IV Road,
Khlong Tan,
Khlong Toei,
Bangkok 10110

Phone : +66(0)2 078 5656
Call Centre : 1183
Fax : +66(0)2 078 5601 3
Email : customercare@tuneprotect.com

Website :
<https://www.tuneprotect.co.th/en/aboutus/organization>
Operating Hours :
Monday to Friday
8:00AM - 5:00PM (GMT+7)
- EUROPE, MIDDLE EAST, INDIA & AFRICA**

Tune Protect EMEIA
(Tune Protect Commercial Brokerage
LLC)

Address:
Level 8 No. 807,
Blue Bay Tower,
P.O Box 124177
Business Bay, Dubai, UAE

Phone : +971 4360 6872
Fax : +971 4420 3920
Email :
• General Enquiries :
enquiry.emeia@tuneprotect.com
• Claims Related Enquiries :
travelassurance@tuneprotect.com

Website:
<https://www.tuneprotect.com/emeia/uae>

**Tune Protect Re
- Principal Place of Business**
(Tune Protect Re Ltd.)

Address:
Suite No. 26, Unit Level 9(E),
Main Office Tower,
Financial Park Labuan,
Jalan Merdeka,
87000 Labuan Federal Territory

GRI Content Index

GRI Content Index

Statement of use	Tune Protect Group Berhad has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
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Notice of Annual General Meeting

- (v) cancel the Purchased Shares or any of the Purchased Shares;
- (vi) sell, transfer or otherwise use the Purchased Shares for such other purposes as the Minister charged with the responsibility for companies may by order prescribe; and/or
- (vii) in any other manner as may be prescribed by the Act or the rules, regulations and order made pursuant to the Act, the requirements of Bursa Securities and/or any other relevant authority for the time being in force;

AND THAT the Directors of the Company be and are hereby authorised and empowered to do all acts and things and to take all such steps as are necessary or expedient to implement and to give effect to the Proposed Renewal of Share Buy-Back Authority with full power to assent to any conditions, modifications, variations and/or amendments as may be imposed or permitted by the relevant regulatory authorities and/or deemed fit by the Directors in the best interest of the Company."
Please refer to Explanatory Note H.

11. **OTHER ORDINARY BUSINESS**

To transact any other business for which due notice shall have been given.

NOTICE OF DIVIDEND PAYMENT AND DIVIDEND ENTITLEMENT DATE

NOTICE IS ALSO HEREBY GIVEN THAT, subject to the approval of the shareholders at the Fifteenth AGM of the Company to be held on Wednesday, 24 June 2026 at 10.00 a.m., a final single tier dividend of 1.3 sen per ordinary share for the financial year ended 31 December 2025 will be paid on 24 July 2026 to depositors whose names appear in the Record of Depositors on Friday, 26 June 2026. A depositor shall qualify for entitlement to the dividend only in respect of:

- a) shares transferred into the Depositor's Securities Account before 4.00 p.m. on Friday, 26 June 2026, in respect of ordinary transfers; and
- b) shares bought on Bursa Malaysia on a cum entitlement basis according to the Rules of Bursa Malaysia.

By Order of the Board

NORHANA BINTI OTHMAN
Company Secretary
MACS 01597
SSM Practising Certificate No. 202008001519

Kuala Lumpur
30 April 2026

Resolution 9

Notes:

Appointment of proxy

- 1) A member of the Company entitled to attend and vote at the AGM is entitled to appoint up to two (2) proxies or in the case of a corporation, to appoint a representative(s) in accordance with Section 333 of the Act to attend and vote in his stead. Other than the proxy(ies) must be of full age, there shall be no other restriction as to the qualification of the proxy(ies).
- 2) The Proxy Form in the case of an individual shall be signed by the appointor or his attorney, and in the case of a corporation, either under its common seal or the hand of its attorney.
- 3) Where a member appoints two (2) proxies, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
- 4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- 5) The Proxy Form must be deposited at the Registered Office of the Company at Level 9, Wisma Capital A, No. 19 Lorong Dungun, Damansara Heights, 50490 Kuala Lumpur, Malaysia; or in the case of the appointment of a proxy via electronic means, the instrument of proxy can also be submitted electronically through TIIH Online website at https://srmy.vistra.com. Please refer to the Administrative Guide for Shareholders for the Fifteenth AGM for further information on proxy form submission. All proxy forms submitted must be received by the Company by Monday, 22 June 2026 at 10.00 a.m., being not less than forty-eight (48) hours before the time set for holding the AGM.

Others

- 6) In respect of deposited securities, only a depositor whose name appears on the Record of Depositors as at Monday, 15 June 2026 shall be eligible to attend the AGM or appoint proxy(ies) to attend and/or vote in his/her stead. Any changes in the entries on the Record of Depositors after the abovementioned date shall be disregarded in determining the rights of any person to attend and vote at the AGM.
- 7) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, all voting on the resolutions set out in this Notice will be by way of poll.

EXPLANATORY NOTES

Note A – Agenda 1 on the Laying of Audited Financial Statements and Reports thereon

In accordance with Section 340(1)(a) of the Act, the Company is required to lay the Audited Financial Statements together with the Reports of the Directors and Auditors thereon at the AGM of the Company. Hence, this Agenda 1 is not a business which requires a resolution to be put to vote by the shareholders. This agenda item is for discussion and receipt only.

Note B – Ordinary Resolution 1 on Declaration of Final Dividend

The Directors have recommended a final dividend comprising a single tier divided of 1.3 sen per ordinary share in respect of the financial year ended 31 December 2025, which if approved, will be paid on 24 July 2026 to those depositors whose names appear in the Record of Depositors on Friday, 26 June 2026.

Note C – Ordinary Resolutions 2 to 3 on Re-election of Directors

Dato' Mohamed Khadar bin Merican who retires in accordance with Article 122 of the Constitution, together with Encik Mohamed Rashdi bin Mohamed Ghazalli, (collectively referred to as "Retiring Directors"), being eligible, have offered themselves for re-election.

For the purpose of determining the eligibility of the Retiring Directors to stand for re-election at the Fifteenth AGM and in line with Practice 5.1 of the MCCG, the Nomination Committee ("NC") has reviewed and assessed each of the Retiring Directors from the annual assessment and evaluation of the Board, Board Committees, Independent Directors and individual Directors for FY2025.

The NC had recommended that, the Retiring Directors to be re-elected based on the following:-

- (i) satisfactory performance and have met Board's expectation in discharging their duties and responsibilities;
- (ii) met the fit and proper criteria in discharging their roles as directors of the Company;
- (iii) level of independence demonstrated by the independent directors; and
- (iv) their ability to act in the best interest of the Company in decision-making.

The Board had endorsed the recommendation of the NC on the above re-election.

The profiles of the Retiring Directors are stated on pages 123 and 124 of the Integrated Annual Report 2025 of the Company.

Notice of Annual General Meeting

Note D – Ordinary Resolution 4 on Directors' Fees

As part of a periodical review of the Directors’ fees to ensure that the Directors’ fees are commensurate with the increased responsibilities and accountabilities of the Directors and are sufficient to attract, incentivise and retain quality Directors, a benchmarking analysis had been conducted and reviewed by the Remuneration Committee, which was subsequently approved by the Board for tabling at the AGM for the approval of the shareholders. The proposed Directors’ fees were determined after taking into consideration the demands and performance of the Company as well as skills and experience required. It was recommended that the existing Directors’ fees be revised as follows:

Tune Protect Group Berhad	Existing		Proposed	
	Chairman (RM)	Members (RM)	Chairman (RM)	Members (RM)
Annual Directors’ fee	132,000	78,000	150,000	105,000
Annual Nominee Director's fee at our Joint Venture Company	-	-	-	36,000
Annual Board Committees’ fee*				
Nomination Committee	14,000	11,500	15,000	12,000
Remuneration Committee	14,000	11,500	15,000	12,000
Investment Committee	28,000	23,000	30,000	24,000
Group Risk Management Committee	40,800	23,000	40,800	28,800
Group Investment Committee	28,000	23,000	30,000	24,000

The payment of the Directors’ fees in respect of the preceding FY 2026 will only be made if the proposed Resolution 5 has been passed at the 15th AGM pursuant to Article 107 of the Company’s Constitution and Section 230(1)(b) of the CA 2016.

Notice of Annual General Meeting

Note E – Ordinary Resolution 5 on Directors' Benefits

Pursuant to Section 230(1) of the Act, the fees of the Directors and any benefits payable to the Directors of the Company and its subsidiaries shall be approved at a general meeting.

While there is no revision to the Directors’ benefits, the Board agreed with the RC’s recommendation to reduce the targeted number of members and estimated number of meetings. Hence there is a reduction of the payment of meeting attendance allowances as approved by the shareholders at the Fourteenth AGM with the amount of RM715,000 to RM555,000 as specified in Resolution 5 of this Fifteenth AGM Notice.

(a) Meeting Allowance

Meeting Allowance per Meeting (RM unless indicated otherwise)								
Company	Designation	Board	Audit Committee	Group Risk Management Committee	Nomination Committee	Remuneration Committee	Group Investment Committee	Strategic Advisory Committee
Tune Protect Group Berhad	Chairman	2,500	2,500	2,500	2,500	2,500	2,500	NIL
	Member	2,500	2,500	2,500	2,500	2,500	2,500	NIL
Tune Insurance Malaysia Berhad	Chairman	2,000	2,000	NIL	2,000	2,000	NIL	NIL
	Member	2,000	2,000	NIL	2,000	2,000	NIL	NIL
Tune Protect Re Ltd.	Chairman	2,500	NIL	NIL	NIL	NIL	NIL	NIL
	Member	2,500	NIL	NIL	NIL	NIL	NIL	NIL
Tune Protect Ventures Sdn. Bhd.	Chairman	NIL	NIL	NIL	NIL	NIL	NIL	2,500
	Member	NIL	NIL	NIL	NIL	NIL	NIL	2,000

(b) Hospitalisation & Surgical (“H&S”)

Overall annual limit for self-insured H&S benefit is up to RM150,000 for each Director whether in Malaysia or otherwise.

Note F – Ordinary Resolution 7 on the Authority for Directors to Allot Shares

The proposed Ordinary Resolution 7, if passed, will renew the general mandate given to the Directors to allot shares, grant rights to subscribe for shares, convert any security into shares in the Company or to allot shares under an agreement or option or offer at their discretion from time to time without needing to convene another general meeting first, provided that the aggregate shares to be allotted, to be subscribed under any right granted, to be issued from conversion of any security or to be allotted under an agreement or option or offer pursuant to this resolution does not exceed 10% of the total number of issued shares (excluding treasury shares) of the Company for the time being. In computing the aforesaid 10% limit, shares issued or agreed to be issued or subscribed pursuant to the approval of shareholders in a general meeting where precise terms and conditions are approved shall not be counted. The general mandate sought at this AGM, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held, unless permitted to be waived by the relevant authorities or prevailing law or regulations; or whichever is earlier.

As at the date of this Notice, no new shares of the Company were issued and allotted pursuant to the general mandate given to the Directors at the last AGM held on 24 June 2025, which will lapse at the conclusion of the Fifteenth AGM. The general mandate sought at the Fifteenth AGM will enable the Directors to respond expediently to business opportunities or other circumstances involving issuance and allotment of new shares, grant of rights to subscribe for shares, conversion of any security into shares, or allotment of shares under an agreement or option or offer, and to avoid delay and cost in convening general meetings to approve the same.

Notice of Annual General Meeting

Note G – Ordinary Resolution 8 on the RRPTs of a Revenue or Trading Nature

The proposed Ordinary Resolution 8, if passed, will empower the Company and/or its subsidiaries to enter into RRPTs of a revenue or trading nature, which are necessary for the Company's and/or its subsidiaries' day-to-day operations in the ordinary course of business on normal commercial terms which are not more favourable to the related parties than those generally available to the public and not detrimental to the minority shareholders of the Company. Please refer to the Circular to Shareholders dated 30 April 2026 in relation to the Proposed Renewal of the Existing Shareholders' Mandate for RRPTs of a Revenue or Trading Nature, which is available on our corporate website at <https://www.tuneprotect.com/corporate/group/investor-relations/reports-presentations/>, for more information.

Note H – Ordinary Resolution 9 on the Proposed Renewal of Share Buy-Back Authority

The proposed Ordinary Resolution 9, if passed, will empower the Company to purchase its own shares of up to 10% of the total number of issued shares of the Company. This authority unless revoked or varied by the Company at a general meeting, will expire at the next AGM. Please refer to the Share Buy-Back Statement dated 30 April 2026, which is despatched together with the Integrated Annual Report 2025, for further information.

PERSONAL DATA PRIVACY:

By executing and delivering to the Company the form of proxy to appoint a proxy(ies) and the relevant document(s) in respect of the appointment of a representative(s) for the AGM, a member of the Company:

- (i)

consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for purposes incidental to the AGM;
- (ii)

warrants that relevant prior consent of such proxy(ies) and/ or representative(s) has been obtained for the use of his/her/their personal data by the Company (or its agents); and
- (iii)

agrees that the member will indemnify the Company in respect of any liabilities, demands, losses and damages as a result of the member's breach of warranty.

Proxy Form

TUNE PROTECT GROUP BERHAD
[Registration No. 201101020320 (948454-K)]
(Incorporated in Malaysia)

I/We:

Full name (in block capitals):	CDS account no.:	No. of shares held:
Address:	NRIC/Passport/Company no.:	Contact no.:

being a member of TUNE PROTECT GROUP BERHAD, do hereby appoint:

Full name (in block capitals):	NRIC/Passport no.:	Proportion of shareholdings	
		No. of shares	%
Address:			

AND/OR (please delete as appropriate)

Full name (in block capitals):	NRIC/Passport no.:	Proportion of shareholdings	
		No. of shares	%
Address:			

and/or failing him/her, the Chairman of the meeting as my/our proxy to vote for me/us on my/our behalf at the Fifteenth Annual General Meeting ("AGM") of the Company to be held at The Vertical, Connexion Conference & Event Centre, The Summit 1, Level M1, Bangsar South City No 8, Jalan Kerinchi, 59200 Kuala Lumpur on Wednesday, 24 June 2026 at 10.00 a.m. or any adjournment thereof.

NO.	RESOLUTIONS	FOR	AGAINST
-	To receive the Audited Financial Statements for the financial year ended 31 December 2026 together with the Reports of the Directors and Auditors thereon.	Not applicable	
Ordinary Resolution 1	To declare a final dividend comprising a single tier dividend of 1.3 sen per ordinary share in respect of the financial year ended 31 December 2025.		
Ordinary Resolution 2	To re-elect Dato' Mohamed Khadar bin Merican as Director.		
Ordinary Resolution 3	To re-elect Encik Mohamed Rashdi bin Mohamed Ghazalli as Director.		
Ordinary Resolution 4	To approve the payment of Directors' fees.		
Ordinary Resolution 5	To approve the Directors' benefits payable.		
Ordinary Resolution 6	To approve the re-appointment of Ernst & Young PLT as Auditor for the financial year ending 31 December 2026 and to authorise the Directors to fix their remuneration.		
Ordinary Resolution 7	To authorise the Directors to allot shares of up to 10% of the total number of issued shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
Ordinary Resolution 8	To authorise the renewal of the existing shareholders' mandate for recurrent related party transactions of a revenue or trading nature.		
Ordinary Resolution 9	To renew the authority to purchase the Company's own shares of up to 10% of the total number of issued shares of the Company.		

Please indicate with an "X" in the appropriate column to show how you wish your votes to be cast. In the absence of specific directions, your proxy will vote or abstain from voting at his/her discretion.

Signed this _____ day of _____ 2026

Signature/Seal of Shareholder

Notes:

Appointment of proxy

- 1) A member of the Company entitled to attend and vote at the AGM is entitled to appoint up to two (2) proxies [or in the case of a corporation, to appoint a representative(s) in accordance with Section 333 of the Companies Act 2016] to attend and vote in his stead. Other than the proxy(ies) must be of full age, there shall be no other restriction as to the qualification of the proxy(ies).
- 2) The Proxy Form in the case of an individual shall be signed by the appointor or his attorney, and in the case of a corporation, either under its common seal or the hand of its attorney.
- 3) Where a member appoints two (2) proxies, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
- 4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- 5) The Proxy Form must be deposited at the Registered Office of the Company at Level 9, Wisma Capital A, No. 19 Lorong Dungun, Damansara Heights, 50490 Kuala Lumpur, Malaysia; or in the case of the appointment of a proxy via electronic means, the instrument of proxy can also be submitted electronically through Tricor's TIIH Online website at <https://srmy.vistra.com>. Please refer to the Administrative Guide for Shareholders for the Fifteenth AGM for further information on proxy form submission. All proxy forms submitted must be received by the Company by Monday, 22 June 2026 at 10.00 a.m., being not less than forty-eight (48) hours before the time set for holding the AGM.

Others

- 6) In respect of deposited securities, only a depositor whose name appears on the Record of Depositors as at Monday, 15 June 2026 shall be eligible to attend the AGM or appoint proxy(ies) to attend and/or vote in his/her stead. Any changes in the entries on the Record of Depositors after the abovementioned date shall be disregarded in determining the rights of any person to attend and vote at the AGM.
- 7) Pursuant to Paragraph 8.29A(l) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all votings on the resolutions set out in this Notice will be by way of poll.

Please fold here

Stamp

The Company Secretary

TUNE PROTECT GROUP BERHAD

[Registration No. 201101020320 (948454-K)]

Level 9, Wisma Capital A,

No. 19, Lorong Dungun,

Damansara Heights,

50490 Kuala Lumpur,

Wilayah Persekutuan, Malaysia

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TUNE PROTECT GROUP BERHAD

[Registration No. 201101020320 (948454-K)]

Level 9, Wisma Capital A,
No. 19, Lorong Dungun,
Damansara Heights,
50490 Kuala Lumpur,
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