

Sustainability Report

SCOPE

This Sustainability Report showcases the sustainable development and performance of Syarikat Takaful Malaysia Keluarga Berhad ("STMKB" or "the Company") and its subsidiary companies ("the Group"), enclosing our business functions and operations, initiatives, strategies, measures as well as accomplishments during the financial year under review.

The Group's annual Sustainability Report provides the details of its key milestones, progress, and achievements over the period of twelve months, covering the five themes of Responsible Finance, Inclusive Growth, Talent Development, Ethical Practice, and Corporate Sustainability. The scope of this Sustainability Report also encompasses the material sustainability matters which are noteworthy to the Group and its stakeholders, namely Customer Centricity, Sustainable Growth, Digital Transformation, Regulatory Changes, Risk Management, Ethics and Compliance, Operational Efficiency, Talent Management, Integrating Sustainability, Community Empowerment, and Technical Excellence.

Takaful Malaysia is dedicated to exploring innovative approaches to amplify our sustainability efforts. This is

imperative in creating long term benefits and sustaining our business continuity to boost our growth and stay competitive in the market for the benefits of our stakeholders and the communities. We focus on creating long-term stakeholder value through the implementation of our business strategy which emphasizes on the ethical, social, environmental, and economic dimensions in conducting our business. Without compromising the environmental conditions, we consider areas that require us to further intensify our efforts in meeting the current economic needs. Ultimately, we aim to provide a transparent account of our sustainability progress through engaging and insightful reporting.

REPORTING PERIOD

Takaful Malaysia has been consistently reporting on its sustainability development annually since 2016. This Sustainability Report discloses the Group's sustainability development for the financial year ended 31 December 2020.

2020 KEY SUSTAINABILITY ACHIEVEMENTS

Market Capitalisation RM4.0 billion	Operating Revenue RM3.0 billion	Total Assets RM11.8 billion	Return on Equity 26.5%
Launch of Click for Cover app , a mobile application for online takaful application and services	RM5.0 million investment in digital transformation	RM753,862 investment in employee learning and development	5 succession planning programmes and 8,934 training hours for employees
More than 3 million customers	Introduction of Takaful myClick MozzCare, Takaful mySinar PA, Takaful myWealth Plus and Takaful mySME for a wider portfolio of protection solutions	31 community-based initiatives and CSR activities	Total contribution of RM389,606 via charity fund
Awarded the Highest Returns to Shareholders Over Three Years award in the financial services category at The Edge Billion Ringgit Club 2020	Clinched the Highest Return on Equity Over Three Years award in the financial services category at The Edge Billion Ringgit Club 2020	Selected for the third year running as one of the Most Attractive Graduate Employers to Work for in 2021 under the insurance category at the annual Graduates' Choice Award	Recognized among the Best Companies to Work for in Asia 2020 for the third time at the annual HR Asia Best Companies to Work for in Asia Awards, Malaysia edition

REFERENCES AND GUIDELINES

Our Sustainability Report was developed with reference to the Bursa Malaysia Securities Berhad's ("Bursa Malaysia") Sustainability Reporting Guide, the United Nations and Malaysia Sustainable Development Goals ("SDGs"), the Global Reporting Initiative ("GRI") Standards, and the Group's own Sustainability Report.

The digital version of this Sustainability Report is available in the Investor Relations section on our corporate website at www.takaful-malaysia.com.my. Please consider the environment before printing a copy of this report.

SUSTAINABILITY STRATEGY

In tandem with our key objective of delivering long-lasting value to all our stakeholders and the communities, we tenaciously cultivate a sustainability strategy in our business operations by adopting a sustainable business model. Given the importance of adopting sustainability in accelerating, sustaining, and progressing corporate and social values, the Group is committed to discovering and implementing advanced practices through a prioritised set of actions in intensifying our sustainability efforts to operate in an economically, environmentally, and socially sustainable manner.



The Group's sustainability strategy provides the underlying framework to assess, enhance and accentuate our unique propositions as a cutting-edge advantage that distinguishes Takaful Malaysia from its industry peers while making room for economic value creation that is aligned to our goals and values. Implementing a sustainability strategy provides us a course of action to review and evaluate the Group's development diligently, bearing in mind of the risks and opportunities facing our business from multiple viewpoints and diverse directions. Our sustainability strategy embraces the five themes of Responsible Finance, Inclusive Growth, Talent Development, Ethical Practice, and Corporate Sustainability.

In meeting customer demands that are constantly evolving on the back of the ever-changing market conditions, we keep on enriching our insights and understandings of the risks and opportunities as part of our sustainability considerations. This is done through the extensive range of innovative protection solutions and risk management expertise provided to the consumers. Integrating a sustainability approach strategically supports us in achieving the Group's business objectives by concentrating on classifying, assessing, and overseeing our material sustainability matters and opportunities that are not only instrumental to the Group but also to our various stakeholders.

We align our sustainability strategy corresponding to our business objectives as part of the Group's ongoing initiative to carry through our inclusive business principles. In our continued effort to better serve the expectations of our stakeholders, we constantly improve the quality and transparency of our sustainability development to make real progress towards sustainable prospects of our business.

SUSTAINABILITY APPROACH

We are proactive when it comes to sustainability, given the fact that sustainable development and an environmentally friendly approach are a distinct and integral part of the Group's business operations. Sustainability is embedded in our corporate culture as we make every effort to be a sustainable Islamic insurance industry player that leverages the positive impact we have on all of our stakeholder groups. Our approach to sustainability encompasses the incorporation of innovative economic, social, and environmental practices parallel with the Group's corporate philosophy.

Our practice of providing the Group's sustainability information enhances our corporate governance and stakeholder relations whilst preserving our business reputation and building trust among our stakeholders. Embracing sustainability activates accountability that will not only benefit Takaful Malaysia in identifying and mitigating risks, but also facilitates the Group to seize new opportunities.

Our approach to sustainability comprises the following components.

- Adopting a sustainability mindset in the way we conduct our business, covering the essential economic, environmental and social key components.
- Offering innovative takaful solutions and risk management expertise to help our customers and business partners achieve a more secure future financially.
- Incorporating sustainability in our business strategy and set standards as well as frameworks to enhance our risk management, to increase brand value and reputation.
- Establishing standards and guidance to provide reliable sustainability disclosures and reporting for improvement and transparency in conducting our business.
- Handling our operating footprint to minimize the impact of business operations to preserve the environment for future generations and meet the needs of the stakeholders.

SUSTAINABILITY BLUEPRINT

Related Sustainable Development Goals ("SDGs")	Description	Sustainability Matters
 <p>3 GOOD HEALTH AND WELL-BEING</p>	Support healthy lives and well-being for all by offering inclusive takaful solutions and services	<ul style="list-style-type: none"> • Sustainable Growth • Customer Centricity • Technical Excellence
 <p>4 QUALITY EDUCATION</p>	Promote lifelong learning opportunities for all	<ul style="list-style-type: none"> • Talent Management • Technical Excellence • Community Empowerment
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Uphold sustainable economic growth as well as employment opportunities	<ul style="list-style-type: none"> • Sustainable Growth • Digital Transformation • Talent Management
 <p>9 INDUSTRY INNOVATION AND INFRASTRUCTURE</p>	Foster innovation and build a resilient infrastructure to stay relevant in the market	<ul style="list-style-type: none"> • Digital Transformation • Operational Efficiency • Customer Centricity
 <p>10 REDUCED INEQUALITIES</p>	Adopt fair business and employment practices	<ul style="list-style-type: none"> • Sustainable Growth • Talent Management • Community Empowerment
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	Provide takaful solutions to ensure inclusive, safe, resilient and sustainable human settlements	<ul style="list-style-type: none"> • Customer Centricity • Operational Efficiency • Integrating Sustainability
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> • Digital Transformation • Integrating Sustainability • Operational Efficiency
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	Promote inclusive societies for sustainable development	<ul style="list-style-type: none"> • Ethics & Compliance • Risk Management • Regulatory Changes

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SUSTAINABILITY GOVERNANCE

Our commitment to sustainability derives from the top of our organization and we have been consistently adopting the structure of our sustainability governance as disclosed in the previous reporting year.

The Board (“the Board”) comprises a number of independent directors to safeguard the interests of our stakeholders. The management of the Group is spearheaded by the Group Chief Executive Officer, who supervises the overall implementation of our sustainability practices in order to achieve operational efficiency.

The Board delegates responsibilities to the following Board Committees to facilitate the management and operation of business activities throughout the Group.



The Shariah Advisory Body of the Group consists of experts in various fields that play a vital role in providing counsel to the Board and the Management in order to ensure that we are conducting our business in accordance with the Shariah Guidelines and Principles.

Our Group's operations, affairs and activities are carried out in line with our Shariah Governance Framework as part of our ongoing sustainability initiative to comply with the Shariah requirements.

The detailed information of our Corporate Governance is set out under the Corporate Governance Overview Statement of Takaful Malaysia's Annual Report, covering the relevant areas, including Roles and Responsibilities of the Board, Directors' Code of Ethics, Corporate Disclosure Policy, Sustainability Policy, Directors' Remuneration, Remuneration Policy Statement, Shareholders, Accountability and Audit as well as Statement on Risk Management and Internal Control. Please refer from page 66 until page 93 of this Annual Report for further details of our Corporate Governance.

Risk Management

Takaful Malaysia has an Enterprise Risk Management (“ERM”) Framework in view of the value of institutionalised risk management, which encompasses the process of identification, assessment, management and reporting of risks on a consistent and reliable basis. In facilitating a risk-aligned strategic planning process for the Group, we have in place Risk Management and Internal Controls that are essential in our decision-making process.

i. Managing Risk

Managing risk is essential to the sustainability of the Group's businesses and delivery of value to shareholders.

We remain dedicated to continuously improving our risk management framework, systems and processes to ensure risks are being well managed and monitored throughout the organisation.

The risks identified are managed through the ERM framework, which sets out the key risk management processes of identifying, evaluating, monitoring and managing significant risk exposures arising from the business operations.

Takaful Malaysia has a Risk Appetite Statement intended to guide and support the Group in order to thrive in an increasingly dynamic and changing business environment.

ii. Embedding Risk Culture

Our ERM framework distinguishes the significance of building a strong risk awareness culture to better manage the Group's risks efficiently.

At Takaful Malaysia, our risk culture starts from the Board and cascades down to the Management and finally to all employees. We strongly believe that it is crucial to adopt an effective risk management system involving our stakeholders at all stages. In managing risks, we strive to adopt the following concept of three levels of defence.

- (a) The first level of defence is the operational level whereby risk is first identified. Risk coordinators and/or Heads of Divisions/Departments are required to assume the responsibility of identifying and managing risks in their respective functions, as well as escalating significant potential risks to the Management Risk Committee (“MRC”) and the Board Risk Committee (“BRC”).

- (b) The second level of defence consists of Risk Management Division (“RMD”) and MRC (formed by the Senior Management). MRC will ensure the alignment of the Group’s business practices to the risk management policy, whilst the RMD will assist MRC and BRC in discharging its responsibilities by providing oversight of the effectiveness of risk management.
- (c) The third level of defence is currently performed by the internal audit function. It provides the Audit Committee with an independent assurance on the effectiveness of the risk management controls and functions.

Our materiality process is designed by identifying and categorizing the priorities of the sustainability issues across our value chain in an effort to ensure that the Group’s stakeholders are able to make informed decisions while allowing effective stakeholder engagement that is in line with Takaful Malaysia’s sustainability strategy. This effective approach allows us to prioritize sustainability matters that are relevant to both the Group and its stakeholders, apart from focusing on the areas of improvement to achieve our full potential and meet the Group’s long-term business goals.

Identifying, prioritizing, and managing material sustainability matters enables us to create and preserve the economic, environmental, and social values for the Group, our stakeholders, and society at large. It serves as a set of guides that help us in assessing our business performance and identifying opportunities for improvement to further develop our business to the next level while meeting the stakeholder expectations. Our fundamental deliberations in integrating sustainability in the Group’s business strategy to mitigate risks and maintain corporate responsibility while simultaneously keeping our stakeholders satisfied entails the following phases.

MATERIALITY

We adopt a set of approaches and procedures aimed at achieving sustainable business growth by evaluating the various sustainability matters that are relevant and significant to the Group and the stakeholders. Takaful Malaysia is part of the Sustainability Steering Committee of its holding company, BIMB Holdings Berhad (“BHB”) whereby the Sustainability Working Group is actively involved in a periodic discussion related to the sustainability development of BHB and Takaful Malaysia.









MATERIAL SUSTAINABILITY MATTERS


Materiality provides an avenue for the Group to identify and report on the sustainability issues that matter most to the business of Takaful Malaysia and its stakeholders. Our approach to sustainability clearly demonstrates that the Group vigilantly analyses and prioritizes the economic, environmental, and social issues that pose a potential source of risk and opportunity in our business activities as well as to our stakeholder groups.

In defining the material sustainability matters, we consider an issue is material if it significantly impacts our business and operations in the matter of growth, costs, risks, and reputation. In an equivalent way, an issue is also deliberated as material to Takaful Malaysia if it is correspondingly imperative to our stakeholder groups, including the customers, business partners, investors, employees, and regulators.

Materiality helps to ensure that we provide an update of the development of our sustainability annually and report on the issues of most interest and important to the Group and our stakeholders. This is also in line with Takaful Malaysia’s sustainability themes of Responsible Finance, Inclusive Growth, Talent Development, Ethical Practice, and Corporate Sustainability. We consistently review and update our material sustainability matters on an annual basis to reflect the importance of the identified issues to the Group and our stakeholders that depict the changes and progress of our business.

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Material Sustainability Matters	Importance to the Group	Importance to our Stakeholder Groups
 <p>Customer Centricity</p>	<ul style="list-style-type: none"> Function as a fundamental principle in conducting business with customers Provide a positive customer experience at the point of sale and post-sale Sustain customer loyalty, trust and repeat business Drive profit and gain competitive advantage 	<ul style="list-style-type: none"> Increase customer lifetime value via excellent customer service Deliver sustainable growth and increase the Group's market share Build trust and loyalty of the customers Fulfill the diverse needs of the stakeholders
 <p>Sustainable Growth</p>	<ul style="list-style-type: none"> Deliver profitable growth and superior shareholder value Expand market share via multiple distribution channels Uphold strong financial fundamentals and capital position 	<ul style="list-style-type: none"> Meet the diverse protection needs of the stakeholders Provide financial security for any claims related matters Foster responsible environmental strategies
 <p>Digital Transformation</p>	<ul style="list-style-type: none"> Stay relevant in the ongoing digital revolution to meet the customer expectations Create value through digital transformation and disruptive innovation Provide an innovative tranche of protection solutions Offer a differentiated experience, customized products, and services as well as seamless end-to-end engagements 	<ul style="list-style-type: none"> Develop protection solutions with a high degree of personalization Incorporate digital capabilities into the Group's business model Cater to the needs of mobile-empowered stakeholders Keep up with the fast-paced evolution of technology and innovation in the insurance and takaful industry
 <p>Regulatory Changes</p>	<ul style="list-style-type: none"> Comply with regulatory, guideline, policy and procedural changes that are relevant to the Group's business operations, products, and services Adhere to the relevant laws, regulations, guidelines, standards and specifications that are applicable to the Group's business operations 	<ul style="list-style-type: none"> Maximize the long-term value to stakeholders by adopting the regulatory changes with the Group's products, business, and corporate strategies Ensure product transparency and disclosure as well as fair treatment to promote confidence in the financial services industry amongst the stakeholders
 <p>Risk Management</p>	<ul style="list-style-type: none"> Improve risk management framework, systems and processes for the sustainability of the Group's business and stakeholder value Monitor and mitigate risks to reduce the possibility of a risk occurring and its potential impact on the Group's business 	<ul style="list-style-type: none"> Maximize value to stakeholders through risk and business continuity management
 <p>Ethics & Compliance</p>	<ul style="list-style-type: none"> Promote sustainability within the business and the society as a whole Adopt Shariah values and good ethical practices in conducting business across all organizational levels Conform to the ethical practices to reduce organizational risks 	<ul style="list-style-type: none"> Gain trust and confidence from customers through ethics and integrity in business practices in a fair and transparent environment

Material Sustainability Matters	Importance to the Group	Importance to our Stakeholder Groups
 <p>Operational Efficiency</p>	<ul style="list-style-type: none"> • Enable the Group to achieve the agility and flexibility needed to stay ahead of the curve • Streamline business operations through an integrated digital transformation and implement an enhanced and innovative IT infrastructure • Correspond with the industry changes and the evolving demands of the customers 	<ul style="list-style-type: none"> • Increase the efficiency of the Group's business operations to deliver a great customer experience • In line with the market demand for greater transparency, faster access to information, and effective communication with stakeholders
 <p>Talent Management</p>	<ul style="list-style-type: none"> • Maintain a skilled and efficient workforce to achieve the Group's priority on the four core areas namely, financial, customer, business process as well as learning and growth • Increase employee performance, attract top talent and continuous coverage of critical roles 	<ul style="list-style-type: none"> • Empower to render good service to the stakeholders as the preferred choice for insurance • Provide an equal employment opportunity to potential talent • Achieve greater customer satisfaction
 <p>Integrating Sustainability</p>	<ul style="list-style-type: none"> • Generate positive and sustainable impact on the economy, community and environment • Create long-term stakeholder value • Implement a business strategy that emphasises on the ethical, social, environmental, cultural and economic dimensions • Adopt sustainable business practices as a competitive differentiator 	<ul style="list-style-type: none"> • Incorporate a sustainability mindset in the Group across all levels • Correspond to the demand of the stakeholders to create long-term value and high returns • Provide quality products and services to meet the consumer expectations • Operate in an economically, environmentally and socially sustainable manner that will benefit the community as a whole
 <p>Community Empowerment</p>	<ul style="list-style-type: none"> • Foster goodwill and learning to build relationships that transcend race, gender and age • Create and implement solutions to social challenges in response to stakeholder demands and expectations • Engage the stakeholders and build relationships with the community through community-based activities • Accomplish the Group's Corporate Social Responsibility ("CSR") aspirations by contributing generously to various charitable causes and organizations 	<ul style="list-style-type: none"> • Create a positive brand image for the Group as a good corporate citizen among the stakeholders with the aim of increasing sales leads • Provide an opportunity for the Group in reaching out to the underprivileged and less fortunate • Improve the involvement and commitment of the Group to the public through community-based activities and programs that will benefit the communities
 <p>Technical Excellence</p>	<ul style="list-style-type: none"> • Serve as a key differentiator against the industry peers • Better manage the Group's risks and opportunities • Ensure the advanced insurance technical practices are in place across all business units • Develop profitable and compelling product offerings, pricing and underwriting • Improve claims handling and related medical cost management activities to increase underwriting accuracy 	<ul style="list-style-type: none"> • Offering a competitive and comprehensive range of takaful solutions and services • Provide an advantage in pricing to suit the diverse needs of the consumers • Offer enhanced products with better benefits and wider coverage as well as competitive prices • Make product offerings more attractive to low or no claims customer base • Deliver value to the customers and business partners

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Strategic Review

MATERIALITY MATRIX

A materiality matrix visualizes the sustainability issues across our value chain that determines the importance of the identified issues according to the impact on our business and significance to the stakeholders. The materiality matrix is used to prioritize the sustainability issues identified by the Group and by engagements with our stakeholders through ongoing engagements and feedback, responses, as well as enquiries received via multiple communication channels.

Each material issue that is identified from the perspective of our stakeholders is rated as medium or high while material issues that are significant to the Group are categorized as moderate, significant, or major. We have updated our materiality matrix in this report after evaluating the material sustainability matters that are pivotal to the Group and our stakeholders. The materiality matrix presented below represents the prioritized sustainability issues in terms of relevance to both the Group and our stakeholders.

Stakeholder Interests	High	<ul style="list-style-type: none"> • Risk Management • Ethics & Compliance • Operational Efficiency • Regulatory Changes 	<ul style="list-style-type: none"> • Customer Centricity • Sustainable Growth • Digital Transformation • Technical Excellence • Talent Management
	Medium	<ul style="list-style-type: none"> • Community Empowerment 	<ul style="list-style-type: none"> • Integrating Sustainability
		Moderate	Significant
		Major	
		Impact on the Group	

STAKEHOLDER ENGAGEMENT

Engaging our stakeholders through various engagement platforms and communication channels concerning manifold key areas of concern acts as an essential component for the Group to adopt in ensuring our business needs are met. Over the years, Takaful Malaysia has been consistently interacting with different stakeholder groups in our continued efforts to generate support and momentum towards new sustainability missions and goals of the Group.

The outcomes of an effective across-the-board stakeholder engagement provide valuable and constructive insights to help the Group gain a competitive advantage in providing the best Islamic insurance solutions and services in the market. Furthermore, the feedback that we receive from the stakeholders helps us to make more informed and effective decisions to better serve our customers, business partners, and other stakeholder groups.

Reaching out to our stakeholders through various engagement channels shows that we value their views and feedback that will eventually build trust and credibility with our stakeholders. Stakeholder engagement also serves as a mitigating measure for Takaful Malaysia to identify potential risks and areas of improvement, apart from refining accountability within the Group as well as with our stakeholders.



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The Group defines and identifies its key stakeholder groups through a stakeholder prioritization exercise, which determines their level of involvement and influence on Takaful Malaysia. Our ongoing stakeholder engagement with the key stakeholder groups as depicted in the diagram below provides an avenue for Takaful Malaysia to ensure that our business operations and product offerings fit the ever-changing needs of the stakeholders and to produce positive outcomes through effective management of relationships with our stakeholders.

Stakeholder Groups	Engagement Channels	Key Areas of Concern	Mitigating Measures
Customers	<ul style="list-style-type: none"> Customer satisfaction survey Online and walk-in customer feedback platforms Social media platforms Online portals Mobile application Corporate website Business managers and customer service representatives 	<ul style="list-style-type: none"> Customer Centricity Operational Efficiency Sustainable Growth Digital Transformation Ethics & Compliance Integrating Sustainability 	<ul style="list-style-type: none"> Adopt Customer Service Charter Deliver timely, transparent and efficient service Systematic operating procedures Provide online platforms such as the customer portal, corporate website and online sales portal, Chatbot and mobile app Implement fair business practices
Employees	<ul style="list-style-type: none"> Virtual employee trainings Virtual engagement programs Internal e-newsletters Internal communications and updates via the email platform 	<ul style="list-style-type: none"> Talent Management Ethics & Compliance Technical Excellence Digital Transformation Sustainable Growth Customer Centricity Risk Management 	<ul style="list-style-type: none"> Adopt internal employee handbook and industry relations Conduct online trainings, employee engagement and knowledge sharing programs Implement succession planning programs Adopt performance management (please refer to the Remuneration Policy Statement on page 80 for further details.)
Agents/ Business Partners	<ul style="list-style-type: none"> Virtual agency training sessions Online meetings Corporate agency portal Online helpdesk and hotline 	<ul style="list-style-type: none"> Customer Centricity Ethics & Compliance Operational Efficiency Sustainable Growth Technical Excellence Regulatory Changes Digital Transformation 	<ul style="list-style-type: none"> System enhancement and systematic turnaround time and operating procedures Provide online trainings Offer business development support and value-added services Introduce online/digital platforms such as portals, mobile app, online helpdesk & e-Submission capabilities Implement fair business practices



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Stakeholder Groups	Engagement Channels	Key Areas of Concern	Mitigating Measures
Investors/ Shareholders	<ul style="list-style-type: none"> Virtual Annual General Meeting Annual report Quarterly financial results Shareholders' circulars Online meetings with fund managers and investors Periodic updates to Bursa Malaysia Media releases 	<ul style="list-style-type: none"> Sustainable Growth Digital Transformation Integrating Sustainability Ethics & Compliance Talent Management Regulatory Changes Customer Centricity Technical Excellence 	<ul style="list-style-type: none"> Deliver superior shareholder value Register growth with commendable profit Sterling performance and financial results Increase market share and penetration rate Implement fair business practices
Industry Peers & Value Chain Partners	<ul style="list-style-type: none"> Online conferences and virtual meetings Virtual industry workshops Business partnerships 	<ul style="list-style-type: none"> Regulatory Changes Ethics & Compliance Risk Management Sustainable Growth Technical Excellence 	<ul style="list-style-type: none"> Participate in industry-related virtual workshops and seminars Collaborate through strategic partnerships Active participation in the Malaysian Takaful Association
Government & Regulators	<ul style="list-style-type: none"> Periodic submission of reports Periodic industry meetings Virtual briefings, seminars and conferences 	<ul style="list-style-type: none"> Regulatory Changes Ethics & Compliance Risk Management Sustainable Growth Technical Excellence 	<ul style="list-style-type: none"> Provide regulatory reports Conduct independent compliance review and assessment Attend periodic virtual briefings and trainings Develop policies and framework in accordance to regulatory guidelines Business best practices according to industry standards
Community	<ul style="list-style-type: none"> Community-based programs Corporate Social Responsibility ("CSR") activities 	<ul style="list-style-type: none"> Community Empowerment Integrating Sustainability 	<ul style="list-style-type: none"> Organize community-based activities and programs Make monetary and in-kind contributions to various charitable causes, organizations, and individuals
Media	<ul style="list-style-type: none"> Press releases Email interviews 	<ul style="list-style-type: none"> Sustainable Growth Regulatory Changes Community Empowerment Digital Transformation 	<ul style="list-style-type: none"> Distribution of press releases Provide responses to media interviews



SUSTAINABILITY PERFORMANCE

Theme	Objectives	Sustainability Matters	Scope of Sustainability Matters	Progress in 2020	
				Indicators	Status Updates
 <p>Responsible Finance</p>	To achieve the agility and flexibility to stay relevant in the ongoing digital revolution	 <p>Digital Transformation</p>	Incorporate digital capabilities into the business model, provide comprehensive product offerings and services as well as introduction of innovative takaful solutions	Click for Cover Online Sales Portal business growth Technological innovation	Double digit growth of 50% in online motor takaful business <ul style="list-style-type: none"> • Launch of Click for Cover application, a mobile application for online takaful application and services • Introduction of e-Wallet via the Click for Cover Online Sales Portal • Facelift and design updates of online portals • Offered promotional codes to drive sales and encourage purchases of selected online protection plans available via the Click for Cover Online Sales Portal • Granted a secure access point for employees to access designated data and selected systems remotely • Utilized the webinar software platforms to interact and conduct virtual meetings
	To drive the development of technical excellence through product development as a key differentiator in meeting the customer needs	 <p>Technical Excellence</p>	Development of profitable and compelling product offerings, pricing, and underwriting	Innovative takaful solutions	Introduction of Takaful <i>myClick</i> MozzCare, Takaful <i>mySinar</i> PA, Takaful <i>myWealth</i> Plus and Takaful <i>mySME</i>
	To reduce cost, increase efficiency and support the digitization of our business operations	 <p>Operational Efficiency</p>	Enhancement and migration of systems, streamlining of business operations, improvement of workflows and turnaround times	Integrated digital transformation	Launch of an e-Submission capability tailored for bank partners to make an online submission of mortgage and credit-related products
				System enhancement	Migration of former core application and infrastructure to a new sustainable platform
	To meet customer expectations and deliver superior shareholder value	 <p>Sustainable Growth</p>	Deliver sustainable performance, expand market share via multiple business portfolios and sound financial fundamentals with a strong capital position	Operating revenue	RM3.0 billion
				Profit after zakat and taxation	RM363.6 million
				Total assets	RM11.8 billion
Net assets per share				RM1.82	
Return on equity				26.5%	
Family Takaful market share	23%				
General Takaful market share	24%				




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Theme	Objectives	Sustainability Matters	Scope of Sustainability Matters	Progress in 2020	
				Indicators	Status Updates
 Responsible Finance (continued)	To mitigate and manage risks	 Risk Management	Underwriting risk, operational risk, investment risk, compliance risk and business & market risk	Risk of underwriting losses	<ul style="list-style-type: none"> Established retakaful arrangements apart from practicing prudent underwriting Monitored the claims experience of takaful funds Adopted timely actions on pricing, product design and underwriting adjustments
				Risk of a duration mismatch between investment assets and financial obligations	Invested in high quality Sukuk with longer terms to maturity and regular monitoring of the mismatch level apart from observing liquidity position to ensure adequate liquidity to timely honour financial obligations
				Sustaining market leading position in the Family Takaful business and top two leading takaful operators in the General Takaful business	<ul style="list-style-type: none"> Diversified product distribution by expanding distribution channels Implemented robust and efficient business processes to sustain business relationships with existing partners
				Stiff competition faced by the General Takaful industry under liberalised market conditions	<ul style="list-style-type: none"> Leveraged digital strategy to grow the business whilst enhancing customer experience Invested in tools, applications and new technologies to improve operational efficiencies
				Risk of investment losses	Performed periodic reviews on the asset allocation strategy, cut-loss investment policy and ensured minimum credit rating requirements in place
				Compliance with Shariah principles	<ul style="list-style-type: none"> Complied with the Shariah principles and the Shariah rulings issued by the Shariah Advisory Council of Bank Negara Malaysia No earnings realized from sources or by means prohibited by the Shariah principles Conducted business in conformity with the Shariah principles

Theme	Objectives	Sustainability Matters	Scope of Sustainability Matters	Progress in 2020	
				Indicators	Status Updates
 <p>Inclusive Growth</p>	To increase customer lifetime value and sustain customer loyalty and profit	 <p>Customer Centricity</p>	Provide excellent customer service and respond within the turnaround time set	Nationwide footprint	24 service centres
				Number of customer enquiries attended via the call centre	116,938 enquiries
				Number of customer enquiries attended via email	41,477 email enquiries
				Number of customer complaints resolved	83 cases
				Number of customer responses received and responded via Facebook	5,667 responses
				Acknowledgement of enquiry processing time	1 working day

Theme	Objectives	Sustainability Matters	Scope of Sustainability Matters	Progress in 2020	
				Indicators	Status Updates
 <p>Talent Development</p>	To maximize performance levels and competency of employees	 <p>Talent Management</p>	Learning and development, rewards and remuneration as well as succession planning	Total number of workforce	917 employees
				Total investment in employee learning and development	RM753,862
				Succession planning	5 succession planning programmes
				Workforce composition	Please refer to the workforce composition table on page 44
				Employee retention rate	93.2%
				Average employee tenure	11.4 years
				Total training hours for employees	8,934 hours
				Total number of employees promoted	30 employees
				Total number of employees obtained professional certificates	39 employees
Total number of new employment opportunity created	30 new employees				

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Theme	Objectives	Sustainability Matters	Scope of Sustainability Matters	Progress in 2020	
				Indicators	Status Updates
 Ethical Practice	To cultivate good business practices in line with regulatory compliance	 Ethics & Compliance	Good corporate governance and responsible business practices	Employee trainings and awareness programs	<ul style="list-style-type: none"> • Anti-Money Laundering and Counter Financing of Terrorism ("AML/CFT") e-Learning • Personal Information Record Management Framework ("PIRMF") Awareness e-Learning • Anti-Corruption Framework ("ACF") acknowledgement/declaration & e-Learning, briefing, workshop and survey
				Compliance-related initiatives	<ul style="list-style-type: none"> • Periodic engagement sessions with the Department/Divisional Compliance Coordinators • Dissemination of information about Anti-Corruption principles for companies in Malaysia • Assessment of policies and procedures to be aligned with the new and revised regulatory requirements to govern business initiatives and opportunities • Enforcement of internal controls to identify, monitor, remediate and report non-compliance incidents
	To keep track of the regulatory changes and developments set by the regulatory body and abide by the evolving laws and regulations	 Regulatory Changes	Adhere to the relevant laws, regulations, guidelines, standards, and specifications that are applicable to business operations, products, and services	Regulatory compliance	Implementation of the following policies and procedures: <ul style="list-style-type: none"> • Takaful Operational Framework • Shariah Governance • Fair Treatment of Financial Consumers • Operating Cost Controls for Life Insurance and Family Takaful Business • Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions for financial institutions • FAQ & Guidance Notes on Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions for financial institutions • BNM's circular on measures to assist Takaful participants affected by the COVID-19 outbreak and circular on additional guidance on measures relating to the COVID-19 outbreak • Determination of Market Value of Motor Vehicles • Risk Management in Technology ("RMiT")

Theme	Objectives	Sustainability Matters	Scope of Sustainability Matters	Progress in 2020	
				Indicators	Status Updates
 Corporate Sustainability	To foster a sustainability strategy, encompassing the Environmental, Social and Governance ("ESG") matters	 Integrating Sustainability	Integrate sustainability into business operations, operate business in an economically, environmentally and socially sustainable manner	Total amount of electricity consumption	5,785,190 kWh
				Total water consumption	12,785 m ³
				Total amount of paper consumption	2,271 reams
				Environmental sustainability initiatives	<ul style="list-style-type: none"> • Electricity-saving measure • Centralized air conditioning system • Switching to energy efficient LED light bulbs and appliances • Water conservation drive • "Go Green" and paperless initiative
	To cultivate goodwill, learning and building relationships with the underserved communities as well as to create and implement solutions to social challenges	 Community Empowerment	Organize community-based activities, voluntary employee participation as well as monetary and in-kind contributions	Types of CSR and community-based activities organized	<ul style="list-style-type: none"> • Takaful <i>myJalanan</i> Kasih to provide monetary and in-kind contributions to the underprivileged • Takaful <i>myJalanan</i> Ilmu to provide monetary and in-kind contributions to deserving students
				Total amount of contributions made via charity fund	RM389,606
				Total number of charity fund beneficiaries	31 beneficiaries
				Total number of CSR and community-based activities conducted	31 CSR and community-based activities
				Total hours allocated for CSR activities	496 hours



RESPONSIBLE FINANCE

We incorporate digital capabilities into our business model to provide comprehensive and innovative takaful solutions as well as services to the consumers. This is in line with our sustainable approach of responsible finance that serves as a catalyst for Takaful Malaysia to adopt sustainable business practices and revolutionize into a climate-friendly industry player that adopts green technologies. In driving technical excellence through product development, pricing and underwriting, we focus on providing a wider portfolio of innovative product mix that caters to the diverse needs of the consumers.



DIGITAL TRANSFORMATION

We constantly reinforce our digital solutions whilst transforming our business structure in meeting the customer expectations to position Takaful Malaysia at the forefront of the digital transformation in the Islamic insurance industry. In 2020, we made a substantial investment in our IT infrastructure to integrate information and operational technologies in optimizing performance, driving efficiency, and enhancing the quality of our product offerings and value-added services.

2018	2019	2020
RM10.4 million	RM3.4 million	RM5.0 million

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LAUNCH OF CLICK FOR COVER APPLICATION

Signifying our ongoing commitment to transform the way we conduct our business through digital transformation of our sales and operations, Takaful Malaysia successfully introduced its Click for Cover app, a mobile application for online takaful application and services. Featured with a secured payment gateway facility which allows online transactions for contribution payments, our participants can utilize the app to check on the details of their certificates such as the coverage, utilized amount, claims history as well as the service provider details conveniently.

Enhanced with additional features, the Click for Cover app also offers fast and easy Tele Bantuan services where participants can submit a request for roadside assistance via the app in the event of an unexpected breakdown or accident. Our participants can also easily monitor the real time location of the tow truck as well as search for the nearest panel workshop within their vicinity for immediate assistance.

In addition, members of our employee benefits scheme can utilize the app to find out more about their certificate details and present their e-Medical card via the app when visiting any of our panel hospitals or clinics. Furthermore, they can also locate the nearest panel hospitals or clinics and pinpoint geographical locations via the app.

By adopting digital tools and technologies to offer renowned services, we will delight our customers with a better user experience and high-quality services. Our customers will benefit from an integrated multi-channel experience through the introduction of the Click for Cover app, and this is part of our ongoing efforts to stay ahead of the curve.

INTRODUCTION OF E-WALLET

Corresponding to Bank Negara Malaysia's ("BNM") objective to transform Malaysia into a cashless society, we have introduced one of the fastest growing payment trends in Malaysia, e-Wallet on top of other payment methods available via our Click for Cover Online Sales Portal ("OSP") to provide convenience to our customers, apart from reducing theft and fraud. Our customers now have easy access to multiple e-Money issuers to pay their contributions for our selected online protection plans.

ONLINE PROMOTIONAL CODES

We leveraged digital technology and combined it with our marketing strategy to offer promotional codes in driving sales and encouraging purchases of our selected online protection plans available on our Click for Cover Online Sales Portal. The introduction of promo codes via the digital and social media platforms also serves as a source of tracking data for Customer Relationship Management ("CRM").

INVESTMENT IN OFFICE IT EQUIPMENT

During the year under review, we upgraded our office IT equipment in phases to extend the lifespan of our IT equipment and reduce costly repairs. This is crucial to ensure that we provide the right tools and a safe online environment to increase productivity in the workplace while running our business operations seamlessly and effectively.



TECHNICAL EXCELLENCE

In driving the development of technical excellence through product development, pricing, underwriting and claims handling to achieve sustainable profits, we tactically position technical excellence at the forefront of our business strategy as a key differentiator to set us apart from our counterparts in the industry. Developing a profitable and compelling portfolio of product mix is crucial to the Group in meeting the needs of our customers and managing their contributions cost-effectively. In addition, our technical excellence in claims handling and medical cost management initiative also effectively provide us the data required to increase underwriting accuracy.

INNOVATIVE TRANCHE OF TAKAFUL SOLUTIONS

Addressing the unmet protection needs of the consumers remains a key agenda for Takaful Malaysia to deliver growth for the Group and in spearheading the Islamic insurance industry. Consumers expect takaful and insurance providers to constantly entice them with new and better protection solutions. Takaful Malaysia has expanded its tranche of takaful solutions via the Group's product innovation strategy by introducing new protection plans targeting different target segments through multiple distribution channels.

- Takaful myClick MozzCare**
 We have stepped up to the plate to better serve our customers by introducing Takaful myClick MozzCare, an affordable online protection plan that provides coverage against the ever present Dengue and Zika with lump sum cash payout up to RM4,000 upon diagnosis. This online product is also extended to cover COVID-19 at no additional cost for a lump sum cash payout of up to RM2,000 if the person covered is diagnosed with the virus. Takaful myClick MozzCare is offered to individuals aged 18 and above with an affordable price from as low as 11 cents a day or RM40 a year with three exclusive packages to choose from.
- Takaful myWealth Plus**
 Distributed via our bank partner through the bancatakaful distribution channel, we have come out with a high protection takaful plan with guaranteed cash payment called Takaful myWealth Plus. This is a limited pay endowment takaful plan that provides guaranteed cash payments with potential growth on investment. Providing a high protection of up to RM300,000 with no underwriting, the plan pays annual cash payments starting from the end of the second certificate year. In addition, this plan provides a compassionate allowance upon death and life event allowance upon marriage or childbirth. The participants will also receive a guaranteed maturity benefit payout up to 150% of the sum covered upon plan maturity.
- Takaful mySinar PA**
 We introduced a Personal Accident ("PA") plan for customers who are looking for online protection plans. Distributed via the telemarketing channel of our bank partner, Takaful mySinar PA provides Personal Accident coverage with additional Hajj and Umrah as well as Hospital Income benefits. This PA plan pays a lump sum benefit up to RM150,000 in the event of death or permanent disability due to an accident. The lump sum benefit will be doubled if an accident-causing loss of life or permanent disability occurs while performing Hajj or Umrah.
- Takaful mySME**
 Designed to cover a wide range of Small and Medium-sized Enterprises ("SME") across industries, this plan provides SME clients the option to choose the protection they need by creating a customised and holistic package that best suits their business needs. Takaful mySME offers a wide range of protection with a high sum covered of up to RM50 million for fire coverage, including terrorism cover, apart from enhanced protection that includes all risks, money, personal accidents, public liability, goods in transit, and other optional covers.



OPERATIONAL EFFICIENCY

Aimed at delivering quality product offerings and services to our customers in the most cost-effective and timely manner, we focus on operational efficiency through innovation to create value and achieve higher productivity that is always at the frontline of our strategic differentiation. In sustaining agile and flexible operations, we continue in aligning our resources through the enhancement of the Group's technology capability to support its business growth. We also skew the strategic priorities of our business operations towards achieving a stable operating environment whilst preserving our information security risk management.

STREAMLINING BUSINESS OPERATIONS

Making continuing improvements in our business operations not only serve as an avenue for the Group to achieve operational excellence but also to accomplish a competitive advantage by developing efficient systems. During the year under review, we successfully initiated the following key initiatives to deliver value to our customers and business partners as well as for our own financial benefits.

- Improvement of internal processes to eliminate bottlenecks in business operations, reduce process completion time, achieve cost efficiency, and meet regulatory compliance.
- Enhancement in the delivery system of certificate documents to the clientele of bank partners via email to substitute the need of producing and distributing printed certificate documents.
- Implementation of a system migration to keep up with current technologies, in addition to better manage and protect sensitive customer data.
- Personalization of the e-Submission platform for bank partners to submit the online applications of their clientele for mortgage and credit-related products.
- Adoption of the Go Green initiative to enable customers and business partners to receive notifications via email and access to certificate-related documents through dedicated online portals.

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SUSTAINABLE GROWTH

The Group operated in a challenging market environment during the financial year under review, amid the uncertainty and economic slowdown due to the impact of the COVID-19 pandemic. We adjusted to the new normal to maintain our business operations and protect the health and safety of our stakeholders. We have accomplished our fundamental business objectives in 2020 by delivering sustainable returns to our shareholders whilst meeting the consumer demand for innovative protection solutions through the introduction of new product offerings.

We set out the summary of the Group performance, review of our subsidiaries and statement of our financial position in the Management Discussion and Analysis section of this Annual Report. Please refer from page 8 to page 22 for further details.

Ultimately, we always strive to exceed customer expectations and fulfill our commitment by innovating our business to generate an excellent set of results and significant profit margins to further amplify the Group's growth curve.

COMMENDABLE FINANCIAL PERFORMANCE

Market Capitalisation

2018	2019	2020
RM3.1 billion	RM4.7 billion	RM4.0 billion

Profit After Zakat and Taxation

2018	2019	2020
RM292.6 million	RM366.3 million	RM363.6 million

Return On Equity

2018	2019	2020
32.7%	33.1%	26.5%

Earnings Per Share

2018	2019	2020
35.79 sen	44.16 sen	43.76 sen

Please refer to page 6 and page 7 of this Annual Report for a snapshot of our five-year financial highlights.

MAINTAINING MARKET SHARE

Family Takaful Business

2018	2019	2020
28%	30%	23%

General Takaful Business

2018	2019	2020
25%	22%	24%

MANAGING MATERIAL ISSUES

We set out the detailed information related to managing our material issues in the Management Discussion and Analysis section of this Annual Report. Please refer to page 20 for further details.

DEFINING MOMENTS

In 2020, Takaful Malaysia clinched two prestigious awards in the financial services category for companies with a market capitalisation of below RM10 billion at The Edge Billion Ringgit Club ("BRC") Awards 2020. We garnered the Highest Returns to Shareholders Over Three Years and the Highest Return on Equity Over Three Years awards at the annual awards ceremony.

To be eligible for The Edge BRC corporate awards, the award winners must have been listed at least four calendar years before the end of March cut-off date in the current year, as companies are evaluated on their financial performance over three years. The methodology for the corporate awards is both stringent as well as transparent, and the results are audited.

As a winner of The Edge BRC Highest Returns to Shareholders Over Three Years award, we were judged purely based on total returns, consisting of share price gains and dividends over a three-year period. For the Highest Return on Equity Over Three Years award, we were evaluated based on yearly profit throughout the evaluation period.

We are honoured to be recognized among the best performers on Bursa Malaysia based on our sterling financial performance. We have successfully outperformed our counterparts in the financial services sector, and this shows that we are truly the strongest among corporate Malaysia.



INCLUSIVE GROWTH

The constant development towards greater digitalization of financial services, including the insurance and takaful industry benefits economies and societies. Customers have access to an extensive range of product offerings and services available via digital channels. It is part of our digital strategy to facilitate our customers with seamless access to our broad range of takaful solutions and services through technologies like our Click for Cover Online Sales Portal and Click for Cover mobile application. By providing the right digital platforms and facilities, we create values for our customers in achieving the agility and flexibility needed to stay relevant in the ongoing digital revolution whilst meeting the ever-rising consumer expectations.



CUSTOMER CENTRICITY

Building a longstanding relationship with our customers via excellent customer service is an essential part of our business strategy in maintaining our existing clientele and acquiring new and potential customers. Customer centricity serves as an underlying groundwork in conducting business with our customers to deliver sustainable growth and expand our market share in the competitive market. Providing a positive customer experience at the point of sale and post-sales helps to elevate the trust and loyalty of our customers.

CULTIVATING CUSTOMER VALUE

As an Islamic insurance company, we truly understand how devastating the COVID-19 outbreak is impacting our communities and our very way of life. Corresponding to the Government's directives and guidelines set by the Ministry of Health ("MOH"), we are taking precautionary measures to ensure the safety and wellbeing of our customers, employees and other stakeholders.

On this premise, Takaful Malaysia is proactively implementing the following actions to restrain any risk to our employees and customers as well as the communities in which we operate. We remain committed to providing our stakeholders with essential services and maintain a high level of support during these difficult times.

- All our premises are thoroughly and regularly sanitized with the appropriate hygiene measures and cleaning procedures to prevent contamination and spread of the virus.
- Body temperature screening at the entrance of our premises is mandatory for all employees and visitors and we provide hand sanitizers for the convenience of our employees and visitors to curb the spread of the virus.
- Employees are constantly reminded to practice good personal hygiene habits and routinely clean their individual work areas and stay home if feeling unwell.
- Our Human Resource and Risk Management Divisions are consistently in communication with all employees via email to provide guidelines, latest updates and developments related to COVID-19.
- Important notices and announcements related to our operations are made available on our corporate website, online portals and social media platforms apart from circulating relevant communiques to our customers and business partners.

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- Our customers and business partners continue to enjoy uninterrupted access to our selected essential services during the phased lockdowns.
- We participate in the COVID-19 Test Fund (“CTF”), an insurance and takaful industry initiative in support of the Ministry of Health’s (“MOH”) efforts to conduct more COVID-19 tests for Malaysians.
- We cooperate with our insurance and takaful industry counterparts through a COVID-19 Relief Programme to provide eligible customers a deferment period of three months to pay the regular premiums or contributions of their life insurance policies or family takaful certificates.
- Our Family Takaful participants who have difficulty meeting their regular contribution payments are given an alternative to discuss their repayment option or choose to reduce their sum covered or remove some add-on riders or benefits to reduce their regular contribution amounts.
- We offer instalment plans to our selected General Takaful corporate clients who face short-term financial liquidity issues to alleviate their financial burdens.

RECOGNIZING CUSTOMER FEEDBACK

Collecting and responding to customer feedback shows that we value their opinions. Customer feedback is a valuable resource for improving customer experience and fine-tuning our actions to their needs. We provide multiple channels for our customers to submit their feedback in the form of enquiries, responses, or complaints.

- **Customer Engagement Channels and Platforms**

Channels and Platforms	Description
Service centres	24 service centres
Hotline	1-300 88 252 385
Fax	03-2274 0237
Email	csu@takaful-malaysia.com.my
Corporate website	www.takaful-malaysia.com.my
Online portal	myTakaful Customer
Artificial intelligence (“AI”) chatbot	Chatbot, Tamara on corporate website & myTakaful Customer portal
Facebook	Takaful Malaysia
Instagram	takafulmalaysia.official

The volume of customer feedback that we have received during the period under review is illustrated in the following tables.

- **Detailed Customer Feedback in 2020**

Responses	Enquiries	Complaints
61	158,270	84

- **3-Year Customer Feedback**

2018	2019	2020
155,386	166,777	158,415

FACEBOOK PAGE

Our corporate Facebook page received a significant number of customer enquiries during the year under review as indicated in the table below. The enquiries received were mainly related to product and certificate information, online subscription procedures, customer portal, no claim payments, and available services provided via our *myTakaful* Customer portal. The increase in the volume of queries collated via our Facebook page was mainly due to the ongoing marketing initiatives carried out via the social media platforms in promoting our online takaful solutions.

- **3-Year Facebook Trend**

2018	2019	2020
1,198 queries	5,514 queries	5,667 queries



TALENT DEVELOPMENT

Maintaining a skilled and efficient workforce to achieve our priority in the four core areas of financial, customer, business process as well as learning and growth provides a long-term benefit to Takaful Malaysia. Talent development plays an important role in our business strategy in managing the important assets of the company. In the long run, we aim to increase employee performance, attract top talent and sustain a continuous coverage of critical roles. We strive to become a workforce that is performance driven and result-oriented. On this account, we will continue to equip our employees with the right skills and competencies to achieve our objectives by offering a healthy work culture and workplace environment that attracts and retains superior employees.



TALENT MANAGEMENT

In line with our ongoing efforts in recognizing employees as our most valuable asset with an emphasis on the human capital development, we adopt the right organizational culture to develop a sustainable and high-performing organization. Having a strategic talent management framework gives us the advantage of attracting and maintaining skilled employees that will contribute to the improvement of our business performance and results. In the long run, investing in talent management will ensure continuous coverage of critical roles in our organization, in addition to increasing employee performance and achieving higher customer satisfaction.

HUMAN RESOURCE MANAGEMENT

- **MANAGING TALENT AND SUCCESSION PLANNING**

- Enforcement of the Anti-Corruption Framework in the Employee Handbook for all employees to comply with.
- Adoption of digital learning that makes effective use of technology to uplift the knowledge, skills, and attitude of the workforce as an innovative alternative to face-to-face interaction.

Training hours achieved for employees

Description	Years		
	2018	2019	2020
Total training hours	29,428 hours	25,051 hours	8,934 hours
Average training hours per employee	35 hours	32 hours	10 hours

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- Total number of new employment opportunities created

2018	2019	2020
23	12	30

- Total number of employees who obtained professional certificates

2018	2019	2020
5	17	39

- Implementation of the following five Succession Planning Programs under Takaful Malaysia's Talent Management Framework, involving the top management to junior level officers.

- Leadership Development Program
- Leadership Development Program for High Potentials
- Staff Talent Awareness & Retention Program
- Leadership Intensive Talent Enrichment Program
- Clerical Development Program

- WORKFORCE COMPOSITION**

DESCRIPTION	STMKB	STMAB	OVERALL
Total Employees	681	236	917
Average Length of Service	11.16 years	12.08 years	11.39 years
Employee Turnover Rate	7.55%	4.48%	6.82%
Employee Retention Rate	91.62%	98.21%	93.18%
Gender Diversity (%)	Male : 40.82% Female : 59.18%	Male : 53.81% Female : 46.19%	Male : 44.17% Female : 55.83%
Age Diversity (%)	Below 35 years: 23.64% 35 to 45 years: 53.89% 46 to 55 years: 21.59% 56 to 60 years: 0.88% Above 60 years: 0%	Below 35 years: 15.68% 35 to 45 years: 47.46% 46 to 55 years: 32.63% 56 to 60 years: 3.81% Above 60 years: 0.42%	Below 35 years: 21.59% 35 to 45 years: 52.24% 46 to 55 years: 24.43% 56 to 60 years: 1.63% Above 60 years: 0.11%
Ethnicity Diversity (%)	Malay : 79.59% Chinese : 16.30% Indian : 2.64% Others : 1.47%	Malay : 84.33% Chinese : 11.86% Indian : 2.54% Others : 1.27%	Malay : 80.81% Chinese : 15.16% Indian : 2.62% Others : 1.41%
Employment Arrangement (Local vs Foreign)	Local : 99.90% Foreign : 0.10%	Local : 99.60% Foreign : 0.40%	Local : 99.70% Foreign : 0.30%
Average Training Hours Per Annum Per Employee	10.53 Hours	6.48 Hours	9.74 Hours

PEOPLE-RELATED PRIORITIES

• EMPLOYEE ENGAGEMENT ACTIVITIES

- Kicked-off our first in-house Business English course involving a total of 70 employees selected from various divisions with main objectives to develop and improve Business English Language skills among the participants with a focus on business contexts and environments, including essential communication skills used in business.
- Adapting to the new normal in the wake of the global outbreak of COVID-19, our employees attended various in-house and external webinars and training sessions such as product and marketing courses, business processes, and selling skills as well as system applications.
- Participated in the INTI College Digital Career and Internship Fair 2020 with an aim to provide a good platform for students and potential employers to make connections, establish professional relationships and discuss potential job and internship opportunities.
- Collaborated with our Corporate Business Division to initiate a webinar session with Human Resource practitioners for our existing and potential corporate clients. The focus was on the ways HR practitioners were able to assist employees in adjusting to the new norm whilst continuing to ensure employee engagement and productivity during the movement control order period.

• SUSTAINABLE HIGH PERFORMANCE CULTURE

- Amplified workforce critical competencies and practiced a high degree of staffing costs
- Provided competitive employee benefits and rewarded exceptional performance workforce in line with the Group's performance.
- The detailed information related to the Directors' Remuneration and Remuneration Policy Statement of the Group is set out in the Corporate Governance Overview Statement section of this Annual Report. Please refer from page 77 to page 81 for further details.

EMPLOYER BRANDING

• THE PREFERRED CHOICE OF EMPLOYER

- For the third consecutive year, Takaful Malaysia has been voted as one of the Most Attractive Graduate Employers to Work for in 2021 under the insurance category at the annual Graduates' Choice Award ("GCA") organized by Talentbank.

This accomplishment is a testament to our continued efforts in shifting the recruitment landscape beyond traditional means, apart from our unwavering support of the Government's initiative to hire and upskill the capabilities of fresh graduates. Our active involvement in hiring young talent truly accentuates the company's commitment to groom future leaders for the insurance industry. We are proud to be recognized among the most outstanding corporate employers in Malaysia.

- The Group once again for the third time has been recognised among the Best Companies to Work for in Asia 2020 at the annual awards ceremony organized by HR Asia.

In recognizing employees as our greatest asset, we are delighted that our human resource strategy to provide a conducive work and growth climate for our people has been acknowledged. With expectations and performance standards rising every year, we will continue to amplify our efforts to raise the bar in creating workplace excellence and engaging employees to retain valuable talent.

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ETHICAL PRACTICE

Abiding by the evolving laws and regulations by keeping track of the regulatory changes and developments ensures that we are steered clear of any adverse impact in conducting our business in a responsible manner. Takaful Malaysia is always staying on top of the guidelines, policies and frameworks implemented by the administrative and regulatory bodies to sustain our competitive advantage in providing better value to the customers and maintaining transparency in our business operations and dealings.



REGULATORY CHANGES

Keeping track of the regulatory changes and developments set by the regulatory body whilst abiding by the evolving laws and regulations are significant to the Group. This is to ensure we steer clear of any adverse impact in conducting our business. Listed below are the new and revised policy documents by Bank Negara Malaysia ("BNM"), which set out the applicable rules, guidelines, and regulations that have a significant impact on the Group's business operations.

Policy Documents	Description
Operating Cost Controls for Life Insurance and Family Takaful Business	This revised policy document sets out the roadmap for the deregulation of operating cost control limits for licensed life insurers and family takaful operators and standards to strengthen the professionalism of insurance and takaful intermediaries, which incorporates the following: <ol style="list-style-type: none"> 1) Operational details of the Balanced Scorecard ("BSC") framework for bancassurance partners; 2) The revised BSC framework for agents; and 3) Existing specifications on the commission limits for financial advisers and brokers.
Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions ("AML/CFT" and "TFS") for financial institutions	This policy document is a revision of the existing AML/CFT which sets out the responsibilities and obligations of reporting institutions imposed under the AMLA. Reporting institutions are expected to meet the requirements of implementing a risk-based approach in managing ML/TF risks and to comply with the targeted financial sanctions requirements.
Frequently Asked Questions & Guidance Notes on Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions ("AML/CFT" and "TFS") for financial institutions	These documents provide further clarification on the requirements in the revised Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions ("AML/CFT" and "TFS") policy document for financial institutions.
Risk Management in Technology ("RMiT")	The revision of this policy document has been updated to include the following: <ol style="list-style-type: none"> 1) Revision of the Positive List which has been expanded to reflect the current trend and practices in the industry due to technology adoption. 2) Additional clarification to address the expectations of the identified gaps, which were planned to be remediated beyond 1 January 2020 by financial institutions. 3) Relevant content which has been incorporated in the revised RMiT.

Policy Documents	Description
Electronic Know-Your-Customer ("e-KYC")	<p>This policy document sets out the requirements and guidance in implementing e-KYC for the identification and verification of individuals in the financial sector. The requirements outlined in this policy document are aimed at:</p> <ol style="list-style-type: none"> 1) Enabling safe and secure application of e-KYC technology in the financial sector; 2) Facilitating BNM's continued ability to carry out effective supervisory oversight over financial institutions; and 3) Ensuring effective Anti-Money Laundering and Counter Financing of Terrorism ("AML/CFT") control measures.
Shariah Governance	<p>In accordance with the Shariah Governance Policy Document issued by Bank Negara Malaysia ("BNM"), our Shariah Advisory Body ("SAB") and Board of Directors have approved the revised version of our internal Shariah Governance Policy ("the Policy"). The Policy sets out the strengthened oversight accountabilities on the Board, SAB and other key organs involved in the implementation of Shariah governance.</p>

ETHICS & COMPLIANCE

The Group adopts high standards of ethics and compliance throughout its operational activities as well as functions and implements internal controls to minimize the risk of breaches and penalties within a reasonable tolerance. It is part of our ongoing initiative to nurture an appropriate compliance culture within the Group by conforming to the laws, regulations, guidelines and specifications relevant to our business processes and industry's best practices. To govern both our business initiatives and opportunities, we constantly reassess our policies and procedures apart from incorporating an internal framework to identify, monitor, remediate and report non-compliance incidents as part of our commitment to embracing regulatory compliance in our business operations.

During the financial year under review, the Group conducted the following e-Learning modules applicable to all its employees.

- Anti-Money Laundering and Countering Financing of Terrorism ("AML/CFT") e-Learning**

The main objective of the AML/CFT e-Learning is to create awareness and facilitate continuous knowledge in preventing our business from being misused as a medium for suspicious activities and transactions. The content of the e-Learning serves as a guide for the employees to carry out their daily business functions by adopting consistent customer due diligence procedures, risk classification of customers, monitoring customer data, transaction and account and obligation for suspicious activity reporting.
- Personal Information Record Management Framework ("PIRMF") Awareness e-Learning**

The main objective of the PIRMF e-Learning is to create awareness and facilitate continuous knowledge in the handling and management of customers' information and permitted disclosures. The content of the e-Learning serves as a guide for the employees in performing their day-to-day business functions by implementing utmost security and privacy standards when handling personal information.
- Anti-Corruption Framework ("ACF") Acknowledgement / Declaration & e-Learning**

The main objective of the ACF acknowledgement/declaration and e-Learning is to facilitate the awareness and knowledge among the employees on the requirements of Section 17A of MACC Act 2009 and relevant sections under the MACC Act 2009 and Penal Code under Laws of Malaysia, Act 574.
- Internal Shariah Governance Policy e-Learning**

It is our ongoing initiative to enhance the awareness of Shariah, particularly the Shariah Governance and BNM compliant requirements. Our employees have completed e-Learning on our Internal Shariah Governance Policy.

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RISK MANAGEMENT

As part of the Group's ongoing initiative to improve risk awareness and embed risk culture among the employees, our Risk Management Department conducted a survey to gauge the understanding of risk and risk management among the employees. This survey is important to assist us in determining the area of improvements that we need to work on, apart from helping to improve the understanding and awareness of risk and risk management in the workforce.

In accordance with the Group's Fraud Management Policy which contains the guidance and approach, roles and responsibilities, as well as processes to manage fraud risks and fraud incidences, we conducted e-Learning in our continued efforts to increase the awareness on risks for fraud and in compliance with the BNM requirements. The Group has no appetite for fraudulent, dishonest, and unethical acts. We strive to put in place appropriate measures to mitigate factors that provide opportunities for the employees or external parties to commit such an act.

Corresponding to the BNM's discussion paper on "Climate Change and Principle-based Taxonomy" that aims to provide an overview of climate change and its impact on the financial system, the Group conducted e-Learning to create awareness and understanding, build competencies and capabilities toward the integration of climate-related risk into its work process. The discussion paper serves as a guide to facilitate financial institutions in identifying and classifying economic activities that could contribute to climate change objectives.

Aiming to achieve sound operational and oversight management at the business and functional levels as outlined by BNM, e-Learning was conducted on the Group's Operational Risk Management Framework to cultivate awareness among the employees and provide an appropriate governance and oversight structure, reporting lines, and accountability to manage operational risk. This framework is also implemented to establish an appropriate approach to the identification, assessment, monitoring, and reporting of operational risks using appropriate operational risk management tools, in addition to developing risk mitigation strategies and instruments to keep risks within the limit.



CORPORATE SUSTAINABILITY

At Takaful Malaysia, we focus on creating long-term stakeholder value through the implementation of our business strategy that emphasizes the ethical, social, environmental, cultural, and economic aspects of the way we conduct our businesses. We are committed to exploring innovative ways to further strengthen our sustainability efforts. This is done by promoting a culture of sustainability and managing our operations in a way that minimizes our environmental and social impacts. Incorporating sustainability is essential as part of the Group's strategy to generate long-lasting benefits and ensures the continuity of our business in a competitive and challenging market environment.



INTEGRATING SUSTAINABILITY

RESPONSIBLE INVESTMENT

As a Shariah compliant entity, responsible investing is fully entrenched in our investment policy. This reflects our adherence to conducting sustainable and responsible investment activities through our investment selection and screening process, in line with the Shariah requirements. Our incorporation of the "Impact Investment" approach is part of our investment strategy to provide a positive impact on society as a whole and to increase brand value towards ensuring social and environmental sustainability.

Through the implementation of the "Impact Investment" approach, we perform an assessment of the investment opportunities by taking into account the social and environmental effects and utilization of the Environment, Social & Governance ("ESG") data in our investment decision-making. We also adopt the implementation of the FTSE4Good Bursa Malaysia Index ("F4GBM") apart from the KLCI and Shariah Emas Index and investment in Green Sukuk/Bond issued under the Socially Responsible Investment ("SRI") framework.

MANAGING OUR ENVIRONMENTAL IMPACT

We are dedicated to meeting the needs of our stakeholders by taking proactive measures to preserve the environment for future generations. On this account, we have been fostering responsible environmental protection to better manage our operating footprint to reduce the impact of our business operations on the environment where we operate in. By adopting a sustainability strategy, which includes the environmental, social, and governance central factors, we tactically integrate sustainability into our business operations in an economically, environmentally, and socially sustainable manner.

- **ELECTRICITY**

The total electricity consumption during the year under review was 4,069,612 kilowatt hours (“kWh”) with an average of 581,373 kWh per month. The decline in the total electricity consumption during the year under review as compared to the previous year was mainly due to the implementation of work-from-home arrangements in light of the enforcement of the phased movement restrictions nationwide. Takaful Malaysia is taking proactive measures to minimize the use of energy at work in our continued efforts to better manage our electricity consumption for energy conservation. We are using energy-efficient light bulbs as well as energy saving features of our office devices to save energy in the workplace and bring positive changes to our working environment. All employees are constantly reminded to switch off the office lights and other appliances when not in use and we will carry on exploring new solutions to meet our energy needs that are not only economically but also environmentally sustainable.

3-Year Electricity Consumption Trend

2018	2019	2020
6,551,363 kWh	6,576,329 kWh	5,785,190 kWh

- **WATER**

The total volume of water consumption across the Group in 2020 was 12,785 cubic metres (“m³”) that translated to 9,282 cubic metres of water consumption on headquarters and 3,503 cubic metres across our service centres nationwide. The substantial drop in the total volume of water consumption across the Group was due to the enforcement of the phased lockdowns nationwide and the implementation of work-from-home arrangements. We perform leak detection in pipes and monitor water use across our business operations and premises on a regular basis to conserve water resources. We make repairs as and when required and create a maintenance schedule that keeps our inspection system in check. Takaful Malaysia will continue to take preventive measures by engaging our employees to use water wisely and ensure pipelines of our water distribution system are consistently checked and maintained as part of our corporate responsibility in water conservation.

3-Year Water Consumption Trend

2018	2019	2020
30,185 m ³	30,223 m ³	12,785 m ³

Sustainability Report

- PAPER**

Our total paper use in 2020 was 2,271 reams. The significant decrease in paper usage at the Group level during the year under review as compared to the previous year was mainly due to the reduction in printing frequency and the implementation of responsible printing guidelines. In addition, the implementation of work-from-home arrangements also contributed to the decline in paper use. We are embracing technology by implementing the e-Document (“Go Green”) module and engaging our employees to reduce paper usage at work as part of our ongoing paper saving initiative. Apart from working towards reducing paper use by going paperless to increase our productivity, we continue to promote prudent use of paper practice amongst our employees by adopting an electronic document management system and use of electronic mail to receive and send documents besides practicing double-sided copying and printing. Takaful Malaysia will continue to purchase multipurpose paper made of responsible sources from suppliers with proven and internationally recognized environmental certifications that meet the international standards such as FSC C014719 for paper from responsible sources, ISO 9706 for permanency of paper and ISO 14001 for an effective environmental management system.

3-Year Paper Use Trend

2018	2019	2020
6,144 reams	5,114 reams	2,271 reams

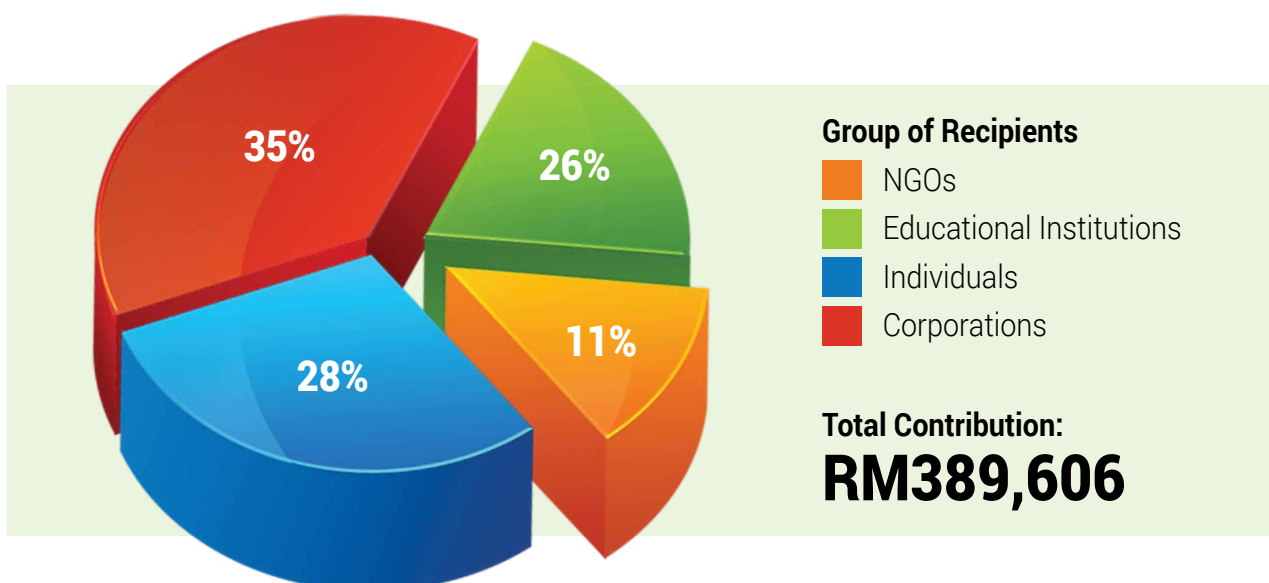


COMMUNITY EMPOWERMENT

Giving back to the community, whilst delivering our brand promise has always been an integral aspect of our heritage and corporate culture. It is a priority for us in supporting charity programmes and initiatives that impact a positive influence on the community. Over thousands of needy families and individuals, communities as well as school children have benefitted from our contributions.

During the year under review, we carried out various community-based activities and programs via our Corporate Social Responsibility (“CSR”) umbrella of Takaful *myJalinan* which comprises of two sub-brands, namely Takaful *myJalinan* Kasih and Takaful *myJalinan* Ilmu.

DISTRIBUTION OF CHARITY FUND



RESPONSIBLE CORPORATE CITIZEN

- **Monetary Contribution in Support of Fight Against COVID-19**

Takaful Malaysia contributed a sum of RM500,000 towards The Edge COVID-19 Equipment and Health Care Workers Support Funds organized by The Edge Media Group in support of the fight against the Coronavirus ("COVID-19") health crisis in the country. The monetary contribution made to both funds will be utilized to purchase medical equipment and provide financial assistance to healthcare workers who are infected whilst caring for COVID-19 patients.

- **Financial Aid to Purchase Medical Equipment and Supplies**

We donated RM250,000 to the Media Prima-NSTP Humanitarian Fund, a campaign initiated by the Media Prima Group to collect funds for the COVID-19 Humanitarian Aid with an aim to provide the financial aid needed in the fight against the Coronavirus ("COVID-19") outbreak in the country. The monetary contributions received via the fund will be utilized for the purchase of critical medical equipment and supplies required to take care of the patients apart from protecting the front-liners who are working tirelessly during the outbreak.

- **Contribution in Support of the Star Frontliners Initiative**

We provided financial aid amounting to RM100,000 towards the Star Foundation-Medical Fund in support of the Star Frontliners Initiative, a campaign organized by the Star Media Group through its charitable arm, Star Foundation to raise funds in fighting against the Coronavirus ("COVID-19") outbreak in the country. The donations collected via the fund will be utilized for the purchase of medical supplies for the designated hospitals and frontliners who are working tirelessly during these trying times for the safety of the communities.

- **Donation towards the COVID-19 Fund**

Takaful Malaysia contributed a sum of RM50,000 towards the COVID-19 Fund organized by the Ministry of Health ("MOH") in the face of the outbreak in the country. The financial assistance provided via the Group's charity fund will be utilized for the purchase of medical necessities to ease the shortage of medical supplies faced by the designated government hospitals in providing screening and treatment for COVID-19 patients.

- **Providing Essential Goods to B40 Communities**

Takaful Malaysia collaborated with Taylor's Community, a consolidated Corporate Social Responsibility ("CSR") platform for Taylor's Education Group via a community-based project. This was to disburse essential goods and deploy an online module in fostering family bonds among the B40 communities in the face of the current situation of the COVID-19 outbreak. The joint CSR project aimed at lending a helping hand to those in need during these trying times. We realize that many of the B40 families are facing challenges to make ends meet during the Movement Control Order ("MCO") mandated by the Government to fight against the spread of the virus.

- **Lending a Helping Hand**

In the face of the COVID-19 outbreak and the Movement Control Order lockdown, Takaful Malaysia via its charity fund continues to fulfil the company's brand promise of 'We Protect. We Care. We Share'. As an Islamic insurance company, we truly understand how devastating the impact can be and there would definitely be a direct financial impact, especially among those in need in battling against the pandemic. As part of our ongoing community-based initiative, Takaful Malaysia distributed a total of RM81,000 to the deserving recipients including the underprivileged students, orphans, people with special needs and single mothers.

- **Caring for the Underprivileged Children**

We visited Rumah Perlindungan Teratak Nur Insan ("Rumah Nuri") which houses about 100 underprivileged children from various backgrounds. Takaful Malaysia through its charity fund provided financial assistance to Rumah Nuri amounting to RM10,000 to accommodate the monthly expenses needed for the day-to-day operations of the house and children which includes school, medical as well as other related expenses.

- **Sharing is Caring**

As part of our ongoing community-based initiative, Takaful Malaysia distributed a total of RM168,200 to selected deserving recipients including the underprivileged students, orphans and individuals who were affected by the COVID-19 outbreak. Contributing towards a caring society, we are privileged and honoured to step forward by making monetary contributions to needy families, communities and school children.

Sustainability Report

- Nationwide Zakat Contributions**

In fulfilling our responsibility as an Islamic financial institution by lending a helping hand to ease those who are in need of financial assistance, Takaful Malaysia distributed zakat contributions amounting to RM449,647 to the respective zakat offices nationwide during the financial year under review.

2018	2019	2020
RM500,000	RM500,000	RM449,647

- Giving Back to the Community**

In 2020, Takaful Malaysia donated a total of RM389,606 via our charity fund in the form of monetary and in-kind contributions to various recipients nationwide, including education centres, charitable organizations and communities.

2018	2019	2020
RM315,266	RM548,189	RM389,606

KNOWLEDGE SHARING

- Business Rollout Gathering**

Served as a good platform that provided opportunities for the corporate agents to exchange ideas and discuss business objectives with the management to boost sales and achieve the targets set for the year, Takaful Malaysia successfully organized a business rollout session for its corporate agents from the central region.

- Corporate Business Engagement Session**

Conducted to further inspire and motivate our corporate agents in keeping the momentum going strong whilst staying focused on achieving our business objectives, we organized an engagement session for our corporate agents with the objectives of sharing information and updates related to agency performance, our product offerings, campaigns and operations related matters.

- Webinar Session with Human Resource Practitioners**

Takaful Malaysia organized the first of its kind webinar that successfully attracted more than 80 participants from various companies and business backgrounds who took part in the event that was held virtually. The web seminar was initiated as part of the value added services offered to our existing and potential corporate clients. Focusing on the 'Ways for HR Practitioners to Assist Employees in Adjusting to the "New Norm" Whilst Continue to Ensure Employees Engagement and Productivity During MCO', the webinar served as an interactive platform for the participants to find out more about the topic discussed and they were provided with clear takeaways at the end of the session.



- In-house Business English Course**

We kicked-off our first in-house Business English course involving a total of 70 employees attending the course. The Business English course is designed to develop and improve Business English Language skills among the participants with a focus on business contexts and environments, including essential communication skills used in business.

- Nationwide On-Ground Activities**

Our service centres nationwide participated in various on-ground and marketing activities to promote and market our products and services, especially our comprehensive Click for Cover online products to the local communities. Among the on-ground activities that we participated were the 'Program Anjuran Jabatan Agama Islam Melaka Bersama Guru-Guru Agama' and 'Program Kem Solat' in Melaka, 'Maqan' Fest 2020 in Johor and other marketing activities held in Negeri Sembilan, Selangor and Kedah.



- Quarterly Market Meeting**

Aimed at increasing sales to grow our market share, we conducted a quarterly market meeting with our existing and new corporate agents. In light of the ongoing movement control order due to the COVID-19 pandemic, we hosted a virtual meeting via the online platform to allow the participants to take part remotely and come together to share ideas, collaborate as well as brainstorm conveniently.

- General Takaful Business In-House Training**

Members of our Shariah Advisory Body ("SAB") attended a one-day in-house training focusing on the General Takaful business. During the training session conducted, the SAB members were provided with the relevant information related to the Company's market share, distribution channels as well as business offerings. We concluded the training session with a presentation on the operations of our General Takaful business.

- Product Briefing**

A training session was carried out for our intermediaries from the National Union of the Teaching Profession ("NUTP"). Focusing on educating our NUTP business partners with the features and benefits of our medical plan, the training session was also intended as part of our knowledge sharing activity to exchange ideas and market information with the participants.

- INTI Digital Career & Internship Fair 2020**

Aimed at providing a good platform for students and potential employers to make connections, establish professional relationships and discuss potential job and internship opportunities, Takaful Malaysia participated in the INTI College Digital Career and Internship Fair 2020 that was conducted virtually via an online platform provider. It was a completely new experience for us to be part of a virtual career fair in light of the new norm due to the ongoing situation of the COVID-19 pandemic.

- Online Knowledge Sharing Sessions**

Corresponding to the precautionary measures and standard operating procedure enforced to safeguard the safety and health of our employees in light of the COVID-19 pandemic, a series of online training sessions were conducted for all staff of Takaful *myCare* Centres ("TMCC") and Retail Centres nationwide. The virtual training sessions were also carried out to impart skills among the participants. A total of 11 modules covering various topics, including product brief, soft skills training modules to system and operations related subject matters were executed via the virtual meeting platform at the respective centres.

- KWSP Financial Wellbeing Roadshow**

Our Takaful *myCare* Centre Melaka, Takaful *myCare* Centre Kuala Terengganu and Islamic Financial Service Centre Banda Kaba participated in a Financial Wellbeing Roadshow organized by the respective branches of Kumpulan Wang Simpanan Pekerja ("KWSP"). The roadshow was organized to provide the visitors with information on retirement savings and consultation on how to achieve financial goals by having the right financial knowledge. The roadshow served as a good platform for our service centre teams to conduct face-to-face marketing in promoting our comprehensive product offerings whilst providing insurance consulting services to the visitors.